

City of ALEXANDRIA, VIRGINIA



APPROVED OPERATING BUDGET
FY 2006 ♦ July 1, 2005 - June 30, 2006



On the Cover

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision over the last year after holding a series of work sessions, two community meetings and a public hearing to obtain community input. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals.

The pictures on the cover are meant to illustrate the strategic vision, goals and mission to be advanced by this budget and the programs it supports.

<p>Neighborhoods have their own distinct character and feeling and are safe and secure.</p> <p>(Alexandria Neighborhood)</p>		<p>The Potomac River and waterfront are attractive, accessible and usable.</p> <p>(Waterfront Park)</p>
<p>Alexandria is an exciting place in which to live and work and to visit, where people enjoy a variety of activities.</p> <p>(Torpedo Factory Art Center)</p>		<p>The City retains a small-town "main street" feeling with community gathering places.</p> <p>(Mt. Vernon Ave. Restaurant)</p>
<p>People feel safe and secure throughout the community.</p> <p>(Patrol Officers have state-of-the-art mobile computers)</p>	<p>Individuals with special needs are able to realize their potential and to live in the community.</p> <p>(New Health Dept. and Mental Health Clubhouse facility at 4480 King St.)</p>	<p>The City strives to make the community affordable for all.</p> <p>(Chatham Square under construction)</p>
<p>In partnership with the Alexandria City Schools, public schools that are among the best in Northern Virginia.</p> <p>(Rendition of planned new T.C. Williams High School)</p>		

City of Alexandria

FY 2006 BUDGET

ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Redella S. Pepper, Vice Mayor

Ludwig P. Gaines

Rob Krupicka

Andrew H. Macdonald

Paul C. Smedberg

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To recognize the individual efforts of OMB staff and to help locate responsibility for component parts of the budget document, the initials of primary and back-up OMB staff appear at the bottom of each page of the document.

OMB staff also wish to acknowledge the contributions of the General Services staff in the Mail Services Division and the City's Print Shop for their assistance in the preparation of this budget document.

GFOA Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Alexandria
Virginia**

For the Fiscal Year Beginning

July 1, 2004

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2004.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Approved

City of Alexandria, Virginia FY 2006 Budget

Alexandria's Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision over the last year after holding a series of work sessions, two community meetings and a public hearing to obtain community input. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals.

Alexandria Vision 2015

Alexandria 2015 is a vibrant, diverse, historic and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.

Alexandria Goals 2004 - 2009

GOALS:

- Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.
- A City That Respects, Protects and Enhances the Natural Environment.
- An Integrated, Multi Modal Transportation System that Gets People from Point "A" to Point "B" Efficiently and Effectively.
- A Strong City Economy that is Growing in Varied Small Businesses and Job Opportunities.
- A Caring Community that is Diverse and Affordable.
- The City Government is Financially Sustainable, Efficient and Community Oriented.
- In Partnership with the Alexandria City Schools, Public Schools that are Among the Best in Northern Virginia.

Mission of Alexandria City Government

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

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OFFICE OF THE CITY MANAGER

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JAMES K. HARTMANN
City Manager

(703) 838-4300
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July 25, 2005

To The Honorable Mayor and Members of City Council:

On January 10, 2005, almost seven months ago, I assumed the duties of City Manager of the City of Alexandria. Nothing is a more important duty for a City Manager than submitting a financially responsible budget that seeks to balance the community's needs for the direct services, infrastructure and facilities that only local government can provide, with the ability and willingness of residents and businesses to pay local taxes and fees. I am confident that this adopted budget and capital improvement program, which reflects Council's amendments to the proposed budget, provides that balance.

A budget does not satisfy everyone; indeed, even a perfect budget would not. Some will think the budget does too little, or too much, for a particular group of people or a particular area of the City. Some will think it too timid, or too bold. Some may think it relies too heavily on one type of tax or revenue source and not enough on another. These are issues about which reasonable people may disagree. Ultimately, however, a budget represents the collective decision of the community as expressed by Council actions about what is most important to accomplish together, as well as how to finance those accomplishments. This budget serves as the plan and authorization to implement the priorities, vision and goals of City Council on the behalf of our residents, businesses and visitors.

The budget provides a \$562.9 million All Funds operating budget, an 8.1 percent increase from FY 2005. This budget provides funding for a \$467.8 million General Fund operating budget, an 8.1 percent or \$35.0 million increase. This adopted budget also adopts an 8-cent tax reduction to 91.5 cents, which moderates the rate of growth in property taxes for every property owner. This is the largest tax rate reduction adopted by Council in recent times, and it renders the lowest tax rate in more than 50 years. We are aware that some in the community think that the growth in the real estate tax burden, after four years of substantial growth in residential property assessments, should be reduced further. I am sensitive to this position, and I commit to continuing to search for better ways to serve more efficiently our residents, during FY 2006 and subsequent fiscal years.

The Strategic Plan formulated and adopted by City Council in FY 2005 guided us in our deliberations. This Strategic Plan (which can be found immediately prior to the table of contents), with its vision for Alexandria and specific goals and objectives, has provided an ambitious roadmap for the City. The budget provides resources for maintaining and improving the quality of life of all Alexandrians as defined by that Strategic Plan. Public funds are needed to maintain and improve the quality of our neighborhoods, our business and shopping areas, as well as the physical environment in which we live, shop and work. Funding improvements in our hard infrastructure such as road capacity, public transit systems, pedestrian and bikeways we use to move about is critical. Public funds are needed to attract and retain employers and businesses, particularly small businesses, that both employ and serve our residents. Funding is important to provide the social safety nets used to care for those in need and to remain a diverse and affordable community. Public funds minimize the risks posed by crime, fires and natural and manmade emergencies. Public funds provide for the education of our youth. I and the rest of the City staff recognize that all these public benefits need to be provided in a fashion that is efficient, financially sustainable in the long run, and in a way that promotes a sense of community.

Increased spending is inevitable if we wish to maintain the quality of life in Alexandria, accommodate inflationary costs and implement the Strategic Plan. The major elements of the \$35.0 million General Fund budget increase are summarized below:

- This budget follows the current Compensation Philosophy adopted by Council concerning pay and benefits for City employees, and those costs are estimated to increase \$10.9 million.
- An additional \$2.0 million was needed as Alexandria's share of transit subsidies to maintain current DASH and WMATA transit services.
- An additional \$2.6 million in previously planned debt service and cash capital contributions was required to pay the costs of capital projects including the construction of a new T.C. Williams High School.
- An additional \$5.3 million was needed in non-personnel costs such as rent, fuel and utilities to maintain the same level of City services as this year.
- Also, the budget adopts an increase of \$8.6 million for the Schools, a 6.6 percent increase, which funds 98.5 percent of the School Board's request.
- An additional \$6.2 million was adopted for new and ongoing initiatives to accomplish strategic plan goals - such as the dedication of one cent of the real estate tax rate (\$2.8 million) for affordable housing purposes and the

addition of 14 police officers for patrol. This amount is offset by \$1.1 million in expenditure reductions and efficiencies - such as the contracting-in of facilities management and e-government functions - for a net increase of only \$5.1 million for new initiatives.

- Of the above, it should be highlighted that the budget provides more than \$4 million in additional City funding offsetting the decline or flattening of federal and state assistance in order to continue providing essential services.
- More than \$6 million in requests from City departments was eliminated during the review of budget submissions. Many of these difficult choices are shown for you in the details for each department.

Due to the property assessment increases, we have looked for other methods to provide tax relief. As described below, this budget provides real estate tax relief totaling almost \$40 million with both the overall tax rate reduction discussed earlier, as well as targeted tax relief to low and moderate income households and the elderly and disabled.

This budget also continues a targeted approach to provide more assistance to those low and moderate household incomes below \$62,000 by substantially increasing the grants that provide real estate tax relief through the Affordable Home Ownership Preservation (AHOP) program. Last year Council approved on a pilot basis the first real estate tax grant program for low and moderate-income homeowners in Virginia. The program was successful, so Council determined it appropriate to continue it in 2005 on a greatly expanded basis.

In the AHOP grant program for 2005, for most homeowners below \$40,000 in income the increase in this grant, coupled with the 8-cent rate reduction, will *entirely offset* any real property tax increase. For those with incomes between \$40,000 and \$50,000, the increase in this grant will help offset about one half of the property tax increase. The budget also adopts a one-time set aside of new recordation tax revenues of \$0.9 million for affordable housing use. Tax relief for the elderly and disabled has increased and now totals \$2.5 million – almost the value of one cent on the real estate tax rate.

Since the core of the Alexandria business community is comprised largely of small businesses and start-up entrepreneurs, in addition to real estate tax relief, the approved budget reflects major business license tax relief, reform and simplification for small and medium sized businesses in their first two years of operation – when each dollar is vital to the future success of a business.

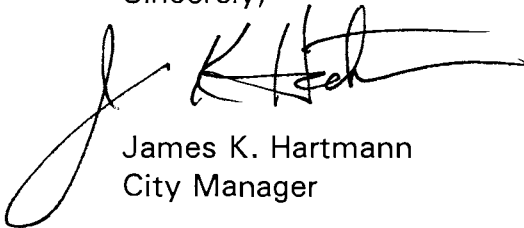
In April, we reevaluated our revenues. [See below Budget Memorandum #49 to City Council, dated April 16, 2005.] These revenue reestimates resulted in \$4.7

million in additional funds and provided City Council an opportunity to further reduce the real estate tax rate. Additionally, there were other options that the Council considered and adopted to provide further real estate tax relief or capacity for other priorities. [See below Budget Memorandum #48, dated April 16, 2005, which provided \$11.7 million in options above the revenue reestimates.] Among other changes, Council chose to diversify the revenue base by establishing or increasing other taxes or fees. These changes included creating a \$3 per month tax on cell phones, creating a 50 cent per ticket tax on movies, entertainment and other events, increasing the tax on cigarettes and accelerating by one year the planned increase in the sanitary sewer usage fee. Council also chose to make \$3.7 million in reductions to the City and School operating budgets and \$2.1million in reductions to cash funding for capital projects.

Lastly, Council has adopted an resolution to establish a framework for a new budget process for FY 2007. Council will set fiscal expenditure targets in the fall for the City Manager and the Schools, but also have both parties bring forth additions they would like to have added above those targets. Those targets would be set by Council resolution in November after a budget public hearing and the Council retreat. The budget resolution adopted by Council also sets a timetable that gets the budget to Council three weeks earlier. This requires both the City Manager and the Schools to accelerate their budget process.

I want to thank Council, residents, business persons and City staff for the warm support and assistance over the last seven months in helping me to learn much about the City, its people and its aspirations. In particular I wish to thank Bruce Johnson, the Director of the Office of Management and Budget, his staff, as well as other City staff in each department for their support in developing and producing the proposed budget and capital plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. K. Hartmann', with a large, stylized loop on the left side.


James K. Hartmann
City Manager

City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 16, 2005

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: BUDGET MEMO #48: ADD-DELETE AMENDMENTS TO IDENTIFY \$16.4 MILLION IN BUDGET RESOURCES TO PAY FOR ADDITIONAL 4 CENT REAL ESTATE TAX RATE REDUCTION

At the budget work session on April 11th, we discussed and received Council's direction for a procedure and schedule for handling the add-delete process in light of Council's decision to advertise the proposed real estate tax rate at \$0.915 cents, which is 4 cents lower than the City Manager's budgeted rate of \$0.955. (See budget memorandum #36.) As we noted then, unless City Council were to decide to readvertise this rate again at a higher level, it is the maximum rate that may be used for purposes of adopting the FY 2006 Operating Budget and Capital Improvement Program (CIP) for FY 2006 to FY 2011. A rate of \$0.915 cents reduces revenues by \$16.4 million compared to the City Manager's proposed budget.

As requested, to assist the City Council in identifying such adjustments necessary to identify \$16.4 million in budget resources and fund a real estate tax rate reduction of 4 cents below the City Manager's proposed tax rate, with this memorandum we are providing a list of possible amendments to the City Manager's proposed budget that would close the \$16.4 million gap. In summary, these amendments are:

\$4.7 M	Revenue re-estimates for FY 2005 of \$2.5 M and for FY 2006 of \$2.2 M (to be discussed separately in detail in budget memorandum #49.)
\$5.0 M	New or increased tax and fee options (previously discussed in detail with Council at the April 12 th legislative session.)
\$2.5 M	Specific City operating budget reductions
\$1.2 M	A general reduction in the City transfer to the School's operating budget
\$4.9 M	Specific CIP budget reductions that net to \$4.9 million in FY 2006, of which \$350 thousand is for school capital projects.
\$0.7 M	An increase in CIP financing resources from a bond premium paid at issuance of the latest general obligation bond.
-\$2.6 M	A net <u>increase</u> in fund balance designations, including the designation of \$3.0 million for possible changes in sworn public safety (Police, Fire, Sheriff) personnel compensation.
<u>\$16.4 M</u>	Total Additional Budget Resources

As specified in budget memorandum #36 and agreed by Council, this list will be used as the base starting point for constructing a preliminary add-delete list for consideration at Council's work session on Wednesday, April 27th.

City Council members have one week to consider additional possible amendments (to that list and to the base budget) before submitting any other specific, preliminary add-delete list amendments to the Office of Management and Budget by the April 22nd deadline previously established in Budget Memorandum #1. As has been previously planned, Staff then will provide a consolidated list of all add-delete items to City Council on Monday, April 25th by budget memorandum, for its consideration at the Wednesday, April 27th work session on the preliminary add-delete list.

SPECIFIC ADD-DELETE AMENDMENTS

FY 2005 Revenue Reestimates (See budget memorandum #49 for additional details.)

- \$5.364 million	Loss of revenue due to additional 4 cent real estate tax rate reduction
+ \$2.489 million	FY 2005 revenue reestimates from other sources
<hr/>	
- \$2.875 million =	Net Change in FY 2005 Revenues

FY 2006 Revenue Reestimates (See budget memorandum #49 for additional details.)

- \$11.04 million	Loss of revenue due to additional 4 cent real estate tax rate reduction
+ \$0.2 million	Reestimate of amount of elderly and disabled real estate tax relief due to additional 4 cent real estate tax rate reduction
+ \$2.05 million	FY 2006 revenue reestimates from other sources
<hr/>	
- \$8.79 million =	Net change in FY 2006 revenues

FY 2006 New Revenue Sources

+ \$1.3 million	New 50 cent Admissions Tax
+ \$1.7 million	New \$3.00/month Cell Phone Tax
+ \$0.8 million	Increase of 20 cents in Cigarette Tax
+ \$1.2 million	Accelerate increase in Sewer Connection Fee from \$0.60 to \$1.00
<hr/>	
+ \$5.0 million =	Total Available from New Revenue Sources in FY 2006

FY 2006 City Operating Budget Reductions of Supplemental Budget Additions

The following City operating budget changes are proposed. While the positions and programs represented by the reductions can all be justified by need, and represent a reasonable proposed public expenditure, these positions and programs are of a lower priority than others contained in the proposed budget and therefore were prime candidates for inclusion in this reduction list. It is planned that while the need for these positions will again be reviewed for the FY 2007 budget process, these positions would receive priority reconsideration when the FY 2007 budget is prepared.

- \$150,000	Eliminate three of four JobLink positions to be continued with City funding after expiration of the federal grants. Continue one position for youth employment services.
- \$57,691	Eliminate one new telecommunications staff position in Information Technology Services.
- \$68,296	Eliminate one new research analyst position in the Department of Real Estate Assessments.
- \$56,368	Eliminate two new part-time positions in the Department of Recreation, Parks and Cultural Affairs for events administration and volunteer/outreach coordination.
+ \$62,643	Add \$62,643 to the estimated mandated costs for the Comprehensive Services Act administered by the Alexandria Community Policy Management Team (See budget memorandum # 40 for additional details.)
+ \$66,755	Add back to the budget and reverse the expenditure reduction contained in the proposed budget for the reduction in Saturday hours and the elimination of Sunday operations at neighborhood recreation centers.
+ \$70,000	Add a 3 percent inflation adjustment to each of the FY 2006 budgets of the following economic development entities with City funds in FY 2005 that have staff costs: (1) \$50,000 for the Alexandria Convention and Visitors Association, (2) \$17,000 for the Alexandria Economic Development Partnership, (3) \$2,000 for the Alexandria Small Business Development Center, (4) \$1,000 for the Eisenhower Avenue Public Private Partnership. (The \$500,000 designation of fund balances for these entities and other economic development entities seeking City funds for the first time would be eliminated. See below.)
- \$2.0 million	The Washington Metropolitan Area Transit Authority's (WMATA) request for METRO operating budget subsidy from the City has been decreased by \$500,000 since the City Manager's proposed budget was formulated. Also, estimates of state aid that off-set the City's required subsidy for METRO have been increased by \$1.5 million due in part to additional funds coming from the Commonwealth of Virginia due to recent legislative action by the State and to increased transit aid to the Northern Virginia Transportation Commission. (See budget memorandum #50 for additional information on these changes in METRO subsidy estimates.)

- \$250,000 Reduction in the estimated cost of Affordable Homeownership Preservation Grant Program (AHOP) at grant levels \$175 less than that proposed in the City Manager's budget. The adjusted grant amounts of \$275, \$475 and \$675 adjusted by household income would still be more than last year's flat rate of \$250, regardless of household income.

\$2,522,957 = **Net change from City Operating Budget Reductions**

FY 2006 Schools Operating Budget Reduction

- \$1,160,000 A reduction in the City's transfer for School operations from the funding level recommended in the City Manager's proposed budget. The School Board has the authority to reallocate its available resources in whatever manner it determines; however, for purposes of disclosure this proposed reduction was derived in the following manner:

- \$300,000 – Taken from new, "out-of-classroom" positions requested by the School Board for FY 2006. City staff calculates that \$1.7 million of the City Manager's proposed School's budget increase of \$9.8 million is for out-of-classroom positions.
- \$700,000 – This reduction would be a financial adjustment to reduce the over funding of the School's Supplemental Retirement System (S.S.R.S.). The School's FY 2004 Comprehensive Annual Financial Statement (CAFR) shows an accumulated over funding of some \$5.3 million as of June 30, 2004. This reduction in over funding could continue for a number of years beyond FY 2006. This adjustment has the effect of suspending further budgeted payments into the S.S.R.S. fund for at least FY 2006. This change does not affect any employee retirement benefits that are authorized to be paid in FY 2006 and beyond.
- \$160,000 – A technical adjustment that reflects final action by the Commonwealth of Virginia on its budget that provides additional State aid to ACPS beyond that assumed in the proposed budget, which can offset the City's subsidy.

Capital Improvement Program (CIP) Expenditure Reductions

In developing the list of potential capital budget reductions, staff looked at both the priority of these capital projects in comparison to other capital projects in the CIP, as well as reviewed the project schedules, which were developed last fall when the City's CIP process started. For some of these projects the project schedules have shifted and now are estimated to begin at a later date

than they appeared in the fall. As a result, these projects can be slipped from FY 2006 to FY 2007. When the FY 2007 CIP is prepared, prioritization and project scheduling issues will be undertaken again. The exception to this shifting of projects to FY 2007, is that it now appears reasonable that the Charles Houston Recreation Center project will occur earlier and move beyond the staff planning stage to the architectural and engineering, and then construction stage in FY 2006.

- \$200,000	This reduction postpones funding for the School Bus Parking Lot Expansion pending a redesign of the possible use of space in this location as part of the possible relocation of the Police Headquarters and related changes in this area.
- \$150,000	This reduction eliminates \$150,000 of \$350,000 requested for the establishment of a School's "hot site" for maintaining information technology (IT) services in the event of an emergency at the regular location for IT equipment. These costs should be able to be reduced as result of City/Schools collaboration on locating the School's hot site at the new City Network Operations Center at Tavern Square.
- \$1,000,000	This reduction postpones \$1.0 million in new funding for the next phase of the Old Town utility undergrounding project.
- \$2,130,000 --	This reduction postpones \$2.13 million in previously planned funding for the design of the new Police Headquarters. This change will not significantly impede the project due to the time required for the site selection process to conclude.
- \$1,803,890 --	This reduction cancels \$1.8 million in unallocated balances from prior years available for renovations to Market Square. These funds will then be available for other FY 2006 projects. These funds will be restored to the CIP in FY 2007 when this project is now expected to be ready for design and construction.
- \$1,500,000	This reduction postpones \$1.4 million in project funding contained in the City's Information Technology Plan from FY 2006 to FY 2007 or later. These changes were discussed with Council at the Budget Work Session on April 11 th . \$221,000 of these funds are unallocated balances from prior years and \$1,279 is new funding originally proposed for FY 2006.
- \$250,000	This reduction accounts for the fact that the cost of moving a sewer line contained in the budget for the new DASH bus facility project can be funded by State Urban funds.
+ \$2,170,000	This change restores \$2.17 million to the FY 2006 CIP for the renovation of the Charles Houston Recreation Center. The proposed budget had recommended moving \$2.5 million from FY 2006 to FY 2007. Most of this funding can be returned to FY 2006 so that significant progress can be made as soon as possible on this project.
- \$4,863,890 =	Net Change CIP Expenditure Reductions

CIP Financing


+\$683,153	A bond premium was paid to the City of \$0.7 million as a result of the issuance of \$54.825 million in General Obligation bonds earlier in FY 2005. These funds are immediately available to the City to help defray the costs of the CIP.
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Fund Balance Designations

-\$500,000	This change eliminates the designation of funds for economic development entities contained in the proposed budget. Instead an approximate three percent inflation adjustment of \$70,000 in total is proposed above for those economic development entities that have staff costs and provided City funds in FY 2005.
+\$65,000	Due to the recent spike in fuel costs, this change increases the designation for the possible fuel cost increases above the \$180,000 contained in the proposed budget.
+\$3,000,000	This designation sets aside funds for any possible changes in compensation for sworn public safety (Police, Fire, Sheriff) employees that will be studied and presented to Council for consideration in FY 2006.
<u>+\$2,565,000</u>	Net Change in Fund Balance Designations

City of Alexandria, Virginia

MEMORANDUM

DATE: APRIL 16, 2005
TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL
FROM: JAMES HARTMANN, CITY MANAGER 
SUBJECT: BUDGET MEMO # 49: FY 2005 AND FY 2006 FINAL REVENUE
ADJUSTMENTS

ISSUE: FY 2005 and FY 2006 Revenue Adjustments

RECOMMENDATION: That City Council approve the following FY 2006 General Fund revenue and expenditure adjustments, which result, along with re-estimates for FY 2005, in an increase of \$1.850 million as compared to the revenue estimates outlined in the Proposed FY 2006 budget document. FY 2005 positive revenue adjustments of \$2.489 are discussed in the Fiscal Impact paragraph beginning on page three of this report. The FY 2006 adjustments described below reflect current policies and do not reflect the proposals currently under City Council consideration, including the further real property tax rate reduction, and the cell phone, tobacco, and admissions taxes, as well as the acceleration of sanitary sewer fees.

DISCUSSION: The FY 2006 revenue estimates in the Proposed FY 2006 Budget document were based on revenues and trends through December 2004. The latest estimates are based on revenue collections through early April 2005.

Staff will continue to monitor actual revenues and adjusts the revenue projections for the current fiscal year in the context of the Monthly Financial Report. Based on actual receipts and trends through the end of the third quarter of FY 2005, the FY 2006 revenue estimates are recommended to be adjusted as follows:

Revenue Adjustment	Description
\$0.5 million	Increase in Personal Property Tax Revenue from \$31.47 million to \$32.0 million, to reflect an increase in the effort to identify and collect personal property taxes, in advance of the changes to the State reimbursement practice. The increased focus on current collections, which is expected to result in \$0.8 million in increased revenue is expected to result in a decrease in estimated delinquent collections of \$0.27 million.
(\$1.9 million)	Decrease in Business License Tax Revenue from \$28.8 million to \$26.9 million based on actual collection in FY 2005 and anticipated growth of 3% and not the historical rate of 5.5% which was previously projected.
\$0.6 million	Increase in Sales Tax Revenue from \$23.8 million to \$24.4 million, based on collections through March 2005 and anticipated growth of 3.5 percent in FY 2006.
(\$0.1 million)	Decrease in the estimate of Utility Tax Revenue, from \$18.7 million to \$18.6 million, to reflect actual receipts through March 2005. The rate of growth is expected to be 2.8 percent in FY 2006.
\$1.1 million	Increase in the estimate of Recordation Tax Revenue, from \$3.0 million to \$4.1 million, based on collections to date.
\$264,000	Increase in the estimate of Bank Franchise Tax Revenue, from \$1.1 million to \$1.364 million, based on actual collections
(\$0.1 million)	Decrease in the estimate of Tobacco Tax revenue, from \$2.4 million to \$2.3 million, based on actual monthly collections through March 2005.
\$0.2 million	Increase in the estimate of Transient Lodging Tax Revenues, from \$7.5 million to \$7.7 million, based on collections to date and an anticipated growth rate in FY 2006 of 4.1 percent.
\$1.0 million	Increase in the estimate of Intergovernmental Revenues, from \$46.6 million to \$47.7 million, to reflect an \$0.4 million increase in the expected Personal Property Tax Reimbursement from the State resulting from increased collection efforts, and a \$0.631 million increase compensation board funding for the Sheriff and Finance Departments and the Offices of the Commonwealth's Attorney and the Clerk of the Courts, based on the approved State budget.

Revenue Adjustment	Description
(\$0.1 million)	Decrease in the estimate of Fines and Forfeitures, from \$3.977 million to \$3.877 million, to reflect a decline in revenue from parking fines based on collections to date, and a continuation of this trend.
\$25,000	Increase in the estimate of Charges for Services, from \$10.934 million to \$10.959 million, to reflect a \$0.1 million increase in revenue from ambulance charges offset by a decrease of \$0.075 million in revenue from parking meter receipts. Both adjustments are based on current collections.
\$0.3 million	Increase in the estimate of Use of Money and Property from \$5.8 million to \$6.1 million, based on a \$0.3 million increase in the City's Interest on General Fund Investments to reflect higher interest rates.

These revenue adjustments will be reflected on the final Add/Delete list.

FISCAL IMPACT: The net fiscal impact of these final FY 2006 revenue adjustments is an increase in the FY 2006 General Fund revenue projections of \$1.850 million.

These changed FY 2006 revenue estimates are based on FY 2005 projections. Based on preliminary data for the first nine months of FY 2005, projected additional positive variances (i.e., additional revenues in excess of budgeted revenues) are currently projected to be \$2.489 million, including an additional \$0.6 million in Personal Property tax revenues, and \$1.9 million in Recordation Tax revenues, \$0.2 million in Transient Lodging tax revenues, \$0.5 million in Local Sales Tax revenues, \$0.6 million in Intergovernmental revenues, \$0.11 million in Use of Money and Property, \$0.264 million in Bank Stock Taxes. These positive variances are offset by an expected decrease in tax revenues from the Business License tax (\$1.2 million), in Utility Tax (\$0.1 million), Fines and Forfeitures (\$0.21 million), Tobacco Tax (\$0.1 million) and Charges for Services (\$0.075 million).

ATTACHMENT:

Attachment 1 - Revised Summary of Budgeted General Fund Revenues and Other Financing Sources

City of Alexandria, Virginia

SUMMARY OF BUDGETED REVENUES AND OTHER FINANCING SOURCES

For the three fiscal years ending June 30, 2006

		FY 2005		FY 2006	
	FY 2004				
	Actual	Approved	Projected	Proposed	Revised
	(1)	(2)	(3)	(4)	(5)
General Fund					
General property tax revenue					
Real property tax	210,922,789	228,514,157	236,828,839	261,897,530	261,897,530
Personal property tax	30,944,060	32,491,000	31,300,000	31,470,000	32,000,000
Penalties and interest	1,657,923	1,500,000	1,500,000	1,500,000	1,500,000
Total general property tax rever	243,524,772	262,505,157	269,628,839	294,867,530	295,397,530
Other local tax revenue					
Local sales tax	22,541,886	23,100,000	23,600,000	23,800,000	24,400,000
Utility tax	17,899,001	17,700,000	18,100,000	18,700,000	18,600,000
Business licenses	25,601,366	26,600,000	26,100,000	28,800,000	26,900,000
Motor vehicle licenses	2,427,656	2,350,000	2,350,000	2,400,000	2,400,000
Recordation	4,046,516	2,600,000	5,000,000	3,000,000	4,100,000
Tobacco	2,430,092	2,600,000	2,300,000	2,400,000	2,300,000
Transient lodging	6,323,906	6,100,000	7,400,000	7,500,000	7,700,000
Restaurant food	9,051,520	9,625,000	9,500,000	10,100,000	10,100,000
Other miscellaneous	3,639,013	3,667,500	3,849,000	3,585,000	3,849,000
Total other local tax revenue	93,960,956	94,342,500	98,199,000	100,285,000	100,349,000
Non-tax revenue					
Licenses, permits, and fees	3,246,126	3,261,000	3,399,000	3,422,000	3,422,000
Fines and forfeitures	4,164,370	3,952,000	4,007,000	3,977,000	3,877,000
Use of money and property	4,048,135	4,615,500	5,436,500	5,799,500	6,099,500
Charges for services	9,587,174	10,507,700	10,302,700	10,933,717	10,958,717
Intergovernmental revenues	49,460,664	48,903,400	46,333,400	46,635,400	47,666,400
Miscellaneous	348,866	429,619	459,619	459,619	459,619
Total non-tax revenue	70,855,335	71,669,219	69,938,219	71,227,236	72,483,236
Total General Fund revenues	408,341,063	428,516,876	437,766,058	466,379,766	468,229,766
Other financing sources (uses)					
Appropriation from city fund bal:	0	4,334,000	4,334,000	4,330,000	4,330,000
Appropriation from open space fund balance		0	0		0
Appropriation from recycling fur	0	0	0		0
Appropriation from ACPS	0	0	0		0
Total General Fund revenues an:	408,341,063	432,850,876	442,100,058	470,709,766	472,559,766

FY 2006 Budget Executive Summary

Introduction

The adopted fiscal year 2006 Operating Budget and the fiscal year 2006-2011 Capital Improvement Program (CIP) provides a detailed roadmap for financing the implementation of the City Council's recently adopted strategic plan – including its long-term vision and set of major goals for Alexandria and its statement of the mission of our City government. The budget uses the seven goals of the strategic plan, plus one additional, implicit goal concerning public safety, as the foundation for budget planning. Those goals are:

- Quality development and redevelopment that is well planned and consistent with Alexandria's vision.
- A City that respects, protects and enhances the natural environment.
- An integrated, multi modal transportation system that efficiently and effectively gets people from point "A" to point "B."
- A strong local economy that is growing in varied small businesses and job opportunities.
- A caring community that is diverse and affordable.
- A City government that is financially sustainable, efficient and community oriented.
- Public schools that are among the best in Northern Virginia (in partnership with the Alexandria Schools).
- A safe community maintained by high quality public safety organizations and efficient judicial administration.

By advancing these goals, the adopted operating budget and CIP are intended to work toward the City Council's long-term vision for Alexandria. That vision is:

Alexandria 2015 is a vibrant, diverse, historic, and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.

The mission of Alexandria's City government is:

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

Preparation of the adopted operating budget and CIP also has been guided by the several specific financial policies and practices that have guided the City's budgets in past years. These include the Council-adopted policies relating to City debt, fund balances and employee compensation. The adopted operating budget and CIP are consistent with these policies that have served Alexandria well over the years.

The budget proposals place the City on a sustainable and responsible future financial course. The forecast scenarios for the five years following fiscal year 2006 show that expected revenues are generally in line with anticipated levels of City spending at service and program levels in the adopted fiscal year 2006 budget. Also, future borrowing for long-term capital projects will be at acceptable levels. In this sense, the adopted budget and CIP appropriately address the needs of current Alexandrians in a manner that is consistent with the City's financial ability to meet the needs of future generations.

Approved

City of Alexandria, Virginia FY 2006 Budget

Operating Budget and CIP Overview

The adopted budget provides a General Fund Operating Budget of \$ 467.8 million, an increase of \$35.0 million, or 8.1 percent, over the Approved FY 2005 Operating Budget. Of this budget, \$282.2 million, or 60 percent is allocated for City and transit operations; \$138.8 million, or 30 percent, is allocated to the public schools; \$46.8 million, or 10 percent, is allocated to debt service and cash capital.

The adopted budget reflects a real estate tax rate reduction of eight cents (approximately \$22.1 million in FY 2006 revenues and \$10.7 million in FY 2005 revenues), bringing the rate down to \$0.915 per \$100 of assessed value. This represents the fourth rate decrease since 2002 when the rate decreased from \$1.11 to \$1.08. This also represents the lowest effective real estate tax rate in more than five decades. The 91.5 cents adopted rate for the City compares to the adopted rates of 87.8 cents for Arlington County, 97.0 cents for Prince William County (including a general tax levy and two special levies that apply throughout that jurisdiction), \$1.00 for Fairfax County, and \$1.04 for Loudoun County.

One cent continues to be dedicated to the open space program. An additional one cent has been dedicated during the FY 2006 budget process to affordable housing purposes. This leaves 89.5 cents available for operating expenses (and debt service and cash capital). In addition, the budget reflects the expansion of a new program approved by City Council starting in FY 2005 to provide targeted grants to lower and moderate income home owners and to keep home ownership affordable. Also, additional one-time funds from the tax on recorded real property transactions were set aside for dedication to affordable housing purposes.

To maintain and improve the City's infrastructure in support of the strategic plan, the adopted CIP requires \$327 million in City funding over six years through fiscal year 2011, an increase of 2.7 percent from last year's amended CIP of \$318 million. The adopted CIP provides \$94.4 million for the public schools, 87.6 percent of the public schools' request for \$107.8 million.

Major Factors Shaping the Fiscal Year 2006 Budget

1. The budget provides \$6.2 million (a 2.5 percent increase) in discretionary supplementals for City and transit operations that are designed to help the City achieve the strategic vision, mission and goals described above. These increased costs represent a clear choice for the City on when and how it wishes to move toward this vision of Alexandria in 2015 and an improved quality of life, and accomplish the general mission given to City government. At the end of this executive summary a table is provided linking specific budget items with the eight specific goals.

2. Three measures are adopted to reduce rising real estate tax bills and the City's increasing reliance on real estate tax revenue, as well as increase funding for affordable housing programs.

To reduce this dependence on real estate tax revenue and provide home owner tax relief from rising assessments, the budget provides three measures: (a) a real estate tax rate reduction of eight cents, (b) expansion of the new program begun in FY 2005 to provide targeted real estate tax relief to certain home owners to keep home ownership affordable, and (c) dedication of one cent of the real estate tax for affordable housing programs.

The **Operating Budget** increase of \$35.0 million is allocated as follows:

- \$21.7 million for City operations (a 8.7 percent increase) including the dedication of 1 cent of the real estate tax to affordable housing (\$2.8 million) and a 2.0 percent cost of living adjustment (COLA) for City employees and other pay adjustments to maintain comparability with other jurisdictions;
- \$2.1 million in increased transit subsidies for WMATA and DASH (a 20 percent increase).
- \$8.6 million for the Alexandria City Public Schools (ACPS or public schools) (a 6.6 percent increase), including the effects of a 2.0 percent COLA for school employees; and
- \$2.6 million in debt service and cash contributions for capital projects (a 5.8 percent increase).

The economic outlook for the City in fiscal year 2006 is very good, and as a consequence, at current tax rates, the City would have more than enough funds to meet all its needs. Unfortunately, however, the rapid increase in real estate values poses four problems for which the budget provides four separate responses:

- The budget provides a reduction of 8 cents to the real estate tax rate. The City can become too dependent on real estate taxes that cannot continue to increase annually at double digit rates indefinitely. Based on 2005 assessments and with no change in the tax rate, real estate tax revenue would have grown about 20.2 percent in FY 2006 over last year's budgeted amount. The 8 cent reduction reduces this rate of increase to 9.9 percent. At the same time, the rest of the City's General Fund revenues are expected to increase only 6.2 percent. Even with this change in the real estate tax rate, the City's reliance on real estate tax revenue would increase from 53.3 percent of current General Fund revenue in last year's approved budget to 54.2 percent in the fiscal year 2006 budget.
- The City Council adopted several options to diversify the revenue base and reduce this dependency on real estate taxes. They are:
 1. Creating a \$3 per month tax on cell phones similar to land line phones. (\$1.7 million)
 2. Creating a 50 cent per ticket tax on movies, entertainment and other events. (\$1.3 million)
 3. Increasing the tax on cigarettes by 20 cents a pack (\$0.8 million)
 4. Accelerating by one year the planned increase in the sanitary sewer usage fee to achieve 100 percent cost recovery from 80 cents to \$1.00. (\$1.2 million)

- To help low and moderate income homeowners, the budget provides an increase to the grant amounts available under the Affordable Home Ownership Preservation Grant Program (AHOP) from \$250 to a maximum of \$675 and a minimum of \$275, depending on income levels. The rapid increase in real estate assessments and therefore real estate taxes also poses burdens for low and moderate income homeowners. The average residential tax bill would go up 21.3 percent or \$772 if tax rates are unchanged. The 8 cent rate reduction is a \$354 reduction for the average homeowner that reduces the rate of increase to 11.5 percent. Together with the eight cent rate reduction, the adopted increase in AHOP grants from \$425 to \$25 will reduce or completely eliminate the effects of the rise in assessments for those homeowners qualifying for this program. Home owners with annual household income below \$62,000 and homes assessed at less than \$442,000 (up from \$362,000 last year) would be eligible for these annual grants. The actual costs of this program would depend upon participation rates. The budget provides \$0.75 million for this tax relief program and assumes a doubling of the number receiving AHOP grants to over 1,300 households.
- The budget sets aside \$3.65 million (\$2.76 million by dedicating one cent of real estate tax revenues, and \$0.9 million from a portion of the tax on recording real property transactions for affordable housing). The increasing price of homes, increasing rental rates, and conversion of apartments to condominiums is leading to a crisis in affordable housing for Alexandria low and moderate income homeowners and renters. Alexandria has a variety of affordable housing programs to assist these residents. An ongoing new stream of new revenue, together with voluntary developer contributions, federal grants and other appropriations from the City's General Fund, will provide a significant source of funding for affordable housing programs. This option also responds to the fact that Federal funding for these programs is in jeopardy given the adopted budget cutbacks in this area presented to Congress by the Administration.

An eight cent tax rate reduction reduces fiscal year 2006 revenue by \$22.1 million and fiscal year 2005 revenue by \$10.7 million. An additional \$7.1 million in assistance is provided for Alexandria home owners and renters through the \$0.75 million home owner grant program, tax relief for elderly and disabled worth approximately \$2.5 million, assistance for elderly renters at \$0.2 million and an additional \$3.65 million set aside for affordable housing use.

3. Significant increased costs are necessary to maintain current services and programs. The cost of serving Alexandria taxpayers and doing the City's business is not static. The costs of maintaining current services and policies change each year due to forces outside of the City's control or the momentum of past policy decisions. This year, cost increases just to maintain current City provided services and operating programs are again considerable--approximately \$16.0 million or an 6.4 percent increase compared to last year's City operating budget. In addition, the cost increase to maintain DASH and WMATA transit services is an additional \$2.0 million or a 20 percent increase compared to last year's transit operating budget.

Of the \$16.0 million, \$10.9 million is attributable to compensation-related increases for City employees, including merit pay increases of \$3.4 million and \$3.6 million for a 2.0 percent COLA. The adopted budget continues to adhere to the City's compensation philosophy that is directed at maintaining comparability with pay levels provided by other comparator jurisdictions for public employees. To do so, the budget provides \$0.9 million to make necessary adjustments in the pay schedules of certain positions that lag behind similar positions in other Washington area jurisdictions. Also, to comply with various laws and policies governing retirement and other benefits, the budget provides \$1.5 million for marketplace driven increases in health funding for current and retired City employees. Also, \$0.8 million is necessary to meet increased actuarial driven requirements for contributions to the Virginia

Retirement System. Lastly \$0.7 million is necessary to budget adequately for necessary public safety overtime costs.

The remaining \$5.1 million of the \$16.0 million in cost increases to maintain current City services and operating programs is comprised of a variety of items. The adjoining box describes the magnitude of these cost drivers in non-personnel costs by departments. City departments were asked to specifically justify any additional expenses above last year's budget for (1) increases to maintain current services for such things as rent, utilities, building maintenance, vehicle maintenance and fuel, information system annual maintenance and software licenses, insurance, dealing with natural emergencies; (2)

increases to implement City Council prior approved policies and programs; and (3) increases necessary to meet legal requirements such as required health and safety measures and other federally or state mandated programs. (These types of increases are described in more detail in each of the adopted department budgets as "adjustments to maintain current services and policies.")

Examples of other cost increase increases necessary to maintain current services:

- Public Safety non-personnel costs (\$978,000)
- Transportation and Environmental Services non-personnel costs (\$786,000)
- Mental Health and Human Services non-personnel costs (\$1,722,000)
- Recreation non-personnel costs (\$420,000)
- General and legal services and information technology non-personnel costs (\$1,166,000)

4. The operating budget also has to bear the debt service costs reflecting previous decisions to borrow as a means of financing City and School capital projects. Debt service in the FY 2006 budget is estimated to grow \$5.1 million or 22.3 percent. Almost all of this increase (\$5.0 million) reflects the impact of borrowing \$54.8 million in November 2004 and \$64.7 million in January 2004 for CIP projects and the previously approved CIP plan to borrow an additional \$35.6 million in FY 2006. It should be noted that debt service includes costs related to the construction of the new \$99 million T.C. Williams High School as well as improvements to other public schools.

5. A close review was undertaken of the base budget and the adjustments needed to maintain current services and policies. One review looked at the extent to which anticipated vacant position savings could be captured in this budget. Although a position may be approved in prior year budgets, the position may not be occupied for the entire year as attrition occurs. As a result of an analysis of historical vacancy savings in each City department over the last three years, the vacancy savings rates were adjusted so that \$4.0 million in salary and benefit costs were deducted from the departmental budget requests. This review resulted in an increase of \$0.8 million in vacancy savings compared to those deductions taken in the FY 2005 budget. The resulting vacancy savings rate of 2.10 percent Citywide is higher than the 1.83 percent Citywide rate of vacancy savings in salary and benefits actually achieved in fiscal year 2004.

Another review resulted in expenditure reductions of \$1.1 million taken by City-managed departments. This year each City department was again required to propose for consideration expenditure reductions from their fiscal year 2004 approved budget. After close scrutiny, the budget provides savings totaling \$1.1 million, an amount equal to about 0.4 percent of the FY 2005 budget for those City-managed departments. The results of this process are summarized in the Appendices section of the budget (Appendix J), and any service reductions adopted are described specifically in the budget for each department.

6. The public schools' operating budget provides an \$8.6 million or 6.6 percent increase. Several technical adjustments were adopted, along with one substantive reduction in the Schools' proposed increase to provide 98.5 percent of the amount requested, and the Schools' capital request through FY 2011 is funded at 88 percent. The School Board-

approved operating budget request (including a 2.0 percent COLA for school employees) totals \$140.8 million in City funding, an 8.2 percent increase. A total of \$2.06 million, or 1.5 percent of the School Board's submitted budget, has not been funded. Technical adjustments adopted by City Council included a revised and closer to actual assumption about vacancy savings (\$620,000) available to the schools due to employee turnover, additional State revenues (\$440,000) expected to be received for school operations, and reduction in the overfunding of the School's Supplemental Retirement System (\$700,000). Also, a \$300,000 reduction was taken for "out-of-classroom" positions requested by the School Board. City funding for public education operations increases by 6.6 percent over fiscal year 2005, which compares to the average 7.1 percent rate of growth in the school's budget over the last 5 years, excluding the School's share of debt service and cash capital funding for the CIP.

7. CIP costs are up reflecting the cost of past borrowing and future plans to continue to improve the City's infrastructure. Last year's amended CIP totaled \$318.2 million; this year's adopted CIP totals \$326.8 million. The adopted CIP contains some new projects, increased costs for existing projects, and some reductions compared to last year's CIP. These new projects and increased costs are supporting the eight goals

City department expenditures have been reduced in each of the past four fiscal years.

- The events of September 11 and their resulting impact on the regional and City economy led to a one-time \$5 million reduction in FY 2002 operating budgets, as the City experienced a decline in tourism and related businesses.
- In late 2002, to cope with State budget reductions and the continuing economic downturn, most City department FY 2003 budgets were reduced by another 3 percent, a total of \$3.4 million in one-time savings. (Public safety agencies were required to cut only their non-personnel budgets.)
- As part of the approval of the FY 2004 budget, departmental budgets were reduced by \$1.5 million.
- In FY 2005, \$2.3 million in savings were taken as a result of a similar review. The fiscal year 2004 and 2005 savings, as well as the FY 2006 savings are built into the budget "base," so that a total of \$5.1 million in savings now provide a starting point for future budgets.

The CIP for fiscal years 2006 through 2011 provides \$326.8 million as follows:

- \$94.4 million for public schools;
- \$68.5 million for public buildings, including \$48.8 million for the construction of a new police headquarters.
- \$56.2 million for recreation and parks, including \$20 million for renovations and improvements to the Chinguapin Recreation Center, \$5 million in City funds for a possible all-City Sports Complex, and \$14.2 million for open space acquisition;
- \$54.7 million for streets, bridges, pedestrian improvements, undergrounding of utilities and traffic improvements and mass transit;
- \$23.3 million for reconstruction, extension and rehabilitation of sewers;
- \$20.9 million for information technology projects; and
- \$8.6 million for community development, libraries, and regional commitments.

identified above. Importantly, the funding plan for the adopted CIP, which again combines borrowing with a significant cash capital contribution, will be able to maintain our double triple A bond ratings. The adopted CIP incorporates the Schools' estimated cost to build a new T.C. Williams High School and the rest of the School Board-approved capital program through FY 2008 (except for a minor reduction of \$150 thousand in funding for the School's emergency information services "hot site" enabled by collocating that site with the City's hot site.). Beginning with FY 2009, there are two major changes to the adopted School Board- approved capital program. The request for a major renovation and expansion of the Minnie Howard Ninth Grade Center, while funded in the same years as requested by the School Board, is limited to the amount approved in last year's CIP, pending further analysis of future construction costs and enrollment trends. Also, funding for FY 2011 is reduced by \$2.5 million, as specific projects were not identified in the School's CIP request for this \$2.5 million.

An Opportunity to Make Progress Toward the City Council's Long Term Vision and Major Goals for Alexandria

The adopted fiscal year 2006 Operating Budget and six-year CIP allocate available additional resources to advance toward the major strategic plan goals that have been identified by Council and, in turn, to make progress toward Council's long-term vision for the City and stated mission of the City government. The Council's statement of vision, mission and goals in the adopted strategic plan have played a major role in determining whether, and if so how, to expend additional City revenue.

Additional revenue projected for fiscal year 2006, beyond the \$18.0 million necessary to maintain current City, DASH and WMATA operations and services, and after taking into account the adopted measures to reduce the real estate tax rate, totals \$17.0 million, or 3.9 percent of the Approved Fiscal Year 2005 budget. The additional revenue has been assigned, structurally, in the adopted budget as follows:

- \$5.8 million in net, discretionary supplemental funding for City services – including \$2.8 million for affordable housing purposes;
- \$2.6 million for additional debt service and cash capital funding for capital projects;
- \$8.6 million in net additional funding for the public schools.

Using the eight budget goals listed at the outset of this message, the following discusses how these additional revenues will be used programmatically.

1. Quality development and redevelopment that is well planned and consistent with Alexandria's vision.

The pace of growth and change in the physical landscape of the City has increased to such a rate in the last several years that it presents both challenges and opportunities. Sustained and systematic attention needs to be given to land use planning and regulatory activities so that Alexandria can manage these changes to become a vibrant, diverse, historic, and beautiful City with unique neighborhoods and multiple urban villages. In this area, the operating budget and CIP propose the following funding increases:

- The Department of Planning and Zoning would receive funding for one additional temporary staff for a total staffing level of 37 full-time permanent positions, and its budget would increase by \$269 thousand or 7.6 percent over last year's budget.

- \$921 thousand would be available for planning and transportation studies to be conducted under contract to the City.
- \$211 thousand is adopted for two additional positions for transportation site plan reviews and capital projects management.
- \$400 thousand to begin planning and implementing a City-wide sign program.
- \$24 thousand is adopted for a new residential sign program in the CIP that would fund four neighborhoods on a pilot basis to develop a system of modest City funding for signs that identify and welcome people to specific neighborhoods.
- \$45 thousand to enhance Geographic Information System (GIS) activities.

2. An integrated, multi modal transportation system that efficiently and effectively gets people from point “A” to point “B.”

Improvements to our transportation infrastructure and operations, including funding for not only roads and travel by personal vehicle, but also by transit and other alternative modes of transportation such as bicycling and walking, is an important objective for the City as traffic congestion in the Washington metropolitan region seems to be increasing exponentially. A major increase of 20 percent equal to \$2.0 million is adopted for transit subsidies in the operating budget just to maintain current services. The CIP also provides \$10.8 million in FY 2006 for transit, traffic, street, bridge and pedestrian improvements. Specifically, the budget provides the following funding increases to achieve a better transportation system in Alexandria.

- \$4.9 million in total is adopted to meet the City’s obligations under the Metro Matters funding arrangement for increased capital costs of the Washington Metropolitan Area Transit Authority (WMATA).
- \$1.5 million is adopted for the Washington Metropolitan Area Transit Authority (WMATA) to meet increased operating costs and declining state aid.
- \$0.5 million is adopted for increased DASH operating costs necessary to maintain current services.
- \$454 thousand is adopted to meet the costs of maintaining an appropriate schedule to repave existing City streets.
- \$200 thousand more is adopted for traffic calming.
- \$250 thousand more is adopted for parking systems and meters in the PTO area.
- \$300 thousand is adopted for a study of the flooding problem at Braddock Rd. and West St.
- \$292 thousand more is adopted for pedestrian improvements at transit facilities and pedestrian crosswalk installation and maintenance costs.
- \$204 thousand is adopted for 2 percent cost of living increase (COLA) for DASH employees and improved retirement benefits for DASH workers.
- \$200 thousand more is adopted for the reconstruction of the Wilkes St. ramp and tunnel
- \$178 thousand is adopted to meet the expected additional costs of timely snow removal.
- \$70 thousand is adopted for bus shelters.
- \$45 thousand is adopted to meet the costs of the current transit benefit program for City employees and increasing the maximum employee transit benefit from \$50 to \$75 a month.

3. A caring community that is diverse and affordable.

Enabling families and individuals of all incomes to continue residing in Alexandria is an unmistakable, clear goal of the City and City Council. In this area, the adopted operating budget provides the following:

- \$750 thousand is adopted for continuation and expansion of the Affordable Home Ownership Preservation (AHOP) program. The funding would be used to expand this new program begun in FY 2005. To help keep home ownership affordable by providing targeted real estate tax relief assistance to lower and middle income home owners, home owners with annual household income below \$62,000 and homes assessed at less than \$442,000 would be eligible for a tax reduction grants from \$675 to \$275 depending on income.
- \$3.65 million is provided for affordable housing programs by the dedication of one cent from the real estate tax rate, and assignment in FY 2006 of a portion of the tax on recording real property transactions. The increasing price of homes, increasing rental rates, and conversion of apartments to condominiums is leading to a crisis in affordable housing for Alexandria low and moderate income homeowners and renters. Alexandria has a variety of affordable housing programs to assist these residents funded by voluntary developer contributions, federal grants and other appropriations from the City's General Fund. This continuing dedication of one cent of the real estate tax rate will provide a significant source of new funding for these affordable housing programs. This proposal also responds to the fact that federal funding for these programs is in jeopardy given the adopted budget cutbacks in this area presented to Congress by the Administration.
- \$2.5 million in real estate tax relief is budgeted to be provided to the elderly and disabled to offset their real estate tax bills.
- \$3.3 million is adopted for funding for the Housing Opportunities Fund from various sources to provide gap financing and other financial assistance to non-profit developers of affordable rental and sales housing. These funds also will be used to assist the independent, non-profit housing development organization recently created by Council.

The budget continues many efforts to promote affordable home ownership through a combination of funding for various programs managed by the Office of Housing. The budget would allocate \$7.8 million from various federal, state and local funding sources for housing assistance in the forms of loans and grants, exclusive of the administrative costs of managing those programs.

Alexandria has long maintained a commitment to helping residents who are in need or particularly at risk. Continuing this commitment is an important component of Council's vision for the City. The adopted budget pursues this commitment in the following ways:

- \$659 thousand more is adopted to the Department of Human Services to maintain current services – much of which reflects the increased costs to Alexandria of matching and administering grant-funded programs.
- \$364 thousand to expand the eligibility guidelines to 250 percent of poverty for the Child Day Care Fee System.
- \$255 thousand more is adopted to improve supervision at City-supervised apartments and group homes for persons with mental illness, mental retardation or substance abuse problems.
- \$146 thousand more is adopted to create a child assessment and treatment center that coordinates the provision of health and social services for pre-school age children.
- \$116 thousand more is adopted for the Community Partnership Fund, the Youth Fund and the Children's Fund to provide City grant support to non-profits providing social services to Alexandrian's of all ages.
- \$112 thousand more is adopted for the support of developmentally disabled youth now in transition to adulthood.
- \$63 thousand more is adopted for an additional social worker to help supervise the provision of companion aide services to elderly residents.

- \$60 thousand more is adopted to improve and adequately fund the indigent burial assistance program and energy assistance and rent relief for the poor.
- \$50 thousand more is adopted to replace partially the loss of federal grants for the Job Link program that assists Alexandria residents in finding employment.
- \$46 thousand to replace lost federal grant funding for home health aides serving seniors living in Alexandria Redevelopment and Housing Authority properties.
- \$37 thousand more is provided to follow-up on the recent assessment of the health of Alexandrians.
- \$30 thousand more is adopted for youth summer employment opportunities.

4. A strong local economy that is growing in varied small businesses and job opportunities.

Alexandria needs to be an even more attractive place to work, operate a business and visit. A strong local economy will not only increase employment opportunities within the City, it will diversify the City's revenue sources and help achieve a financially sustainable future. The adopted budget works toward this goal by providing the following:

- \$660 thousand is adopted for the last phase of the Mt. Vernon Ave. utility undergrounding project.
- \$215 thousand more is provided to fund various entities (such as the Alexandria Convention and Visitors Association, the Alexandria Economic Development Partnership, the Alexandria Small Business Development Center, the Eisenhower Partnership, the Marketing Fund and the Holiday Marketing Program) that help promote economic development in Alexandria as a whole and in various parts of the City.
- \$200 thousand in tax relief, reform and simplification for small and medium sized businesses in their first two years of operation – when each dollar is vital to the future of a business. Thereafter, these tax changes should save small and medium sized businesses – the core of the Alexandria business community – \$400 thousand a year.
- \$150 thousand is adopted as a new category in the CIP to help maintain and repair and replace equipment at the historic properties owned and maintained by the City.
- \$143 thousand is adopted for the Recreation Department to help promote the Arts in Alexandria and market the various City sponsored special events that occur throughout the year.

5. A City that respects, protects and enhances the natural environment.

The protection and enhancement of Alexandria's natural environment is a goal whose accomplishment depends not only on the City's own best efforts, but on actions at the state, federal and international levels. The adopted CIP in FY 2006 provides substantial reconstruction and extension of storm sewers (\$1.7 million), reconstruction and extension of sanitary sewers (\$0.5 million), and sewer rehabilitation and abatement, including the inflow/infiltration projects in the Four Mile Run and Commonwealth sewer sheds (\$7.9 million), and utility undergrounding (\$1.1 million). To make progress toward this goal, to the extent such progress is within the power of the City, the budget provides the following new funding:

- \$630 thousand for the eastern phase of a Holmes Run Trunk Sewer.
- \$500 thousand for new culverts on Key Drive.
- \$314 thousand increase in the designation of funds for open space as part of the increasing value of the 1 cent of the real estate tax dedicated for this purpose.
- \$203 thousand to maintain current residential refuse collection services (an amount to be paid for by those using these City services).

- \$100 thousand for replacement and upgrades to City owned street trash cans.
- \$82 thousand for an air pollution control specialist assist in efforts to reduce air pollution in the City.
- \$75 thousand for increased contract mowing at City maintained parks and grounds.
- \$44 thousand for purchasing ultra low sulfur fuel for DASH buses.

6. A City government that is financially sustainable, efficient and community oriented.

Constant attention must be given to maintaining the fundamental physical infrastructure that allows the City to provide a quality environment and services to those who live and work in Alexandria. Also, care must be taken to maintain the human resources that provide services to City residents and manage the infrastructure necessary to deliver those services. In this area, the budget provides for FY 2006:

- \$2 million is set aside in the CIP to design and engineer a possible new All-Sports Complex for City youth and adults.
- \$708 thousand for the increased cost of rent at various leased City facilities.
- \$475 thousand for an additional step on the pay scale for employees who are at the top of their pay grade.
- \$460 thousand for the purchase of emergency back up generators to maintain power for various facilities located throughout the City in case of emergencies or natural disasters and for preventive maintenance of the existing emergency generators.
- \$205 thousand for the costs of physically maintaining additional new space.
- \$198 thousand for improved space management and utilization through relocating various City departments, remodeling City Hall to maximize its use after some City departments relocate, and examine the long-term space needs of the Department of Human Services.
- \$156 thousand for libraries – including \$115 for capital improvements at Beatley Library and an additional \$41 thousand for improved operations at various libraries.
- \$42 thousand for the Recreation Department to provide appropriate supplies and other non-personnel costs for serving 5,000 seniors.
- \$80 thousand for operating a new after-school transportation program for West-End youth.
- \$65 thousand to assist in the development of performance measures and the management of performance benchmark and audit studies.

7. Public schools that are among the best in Northern Virginia (in partnership with the Alexandria Schools).

Alexandria wants public schools that always are among the very best in Northern Virginia. The City's primary role in achieving this end is responsibly funding the Schools' operating and capital needs. The adopted operating budget for fiscal year 2006 provides \$138.8 million in City funds for operations, an \$8.6 million increase over last year totaling \$2.1 million less than the amount of City funds requested by the School Board (reflecting three technical adjustments of \$1.8 million and a substantive cut in "out-of-classroom" new positions requested of \$0.3 million). City funding for public education operations increases by 6.6 percent over fiscal year 2005, which compares to the average 7.1 percent rate of growth in the School's budget over the last 5 years.

This \$8.6 million increase is sufficient to fund all the costs necessary to maintain current services and programs, such as merit increases, a 2.0 percent COLA, increased retirement and health insurance costs, and implementation of the federally-mandated No Child Left Behind Act mandates. The technical adjustments of \$1.8 million represent a revised, closer-to-actual experience assumption about vacancy

savings (\$620 thousand) available to the schools due to employee turnover, additional State revenues (\$440 thousand) to be received for school operations, and the elimination of overfunding of the School's Supplemental Retirement System (\$700 thousand).

Ultimately, the School Board has the authority to determine how to distribute the \$138.8 million provided by City Council. Among the highlights of the budget proposed by the Schools are the following:

- \$3.4 million for step increases for eligible employees.
- \$2.4 million to fund 36 net new positions.
- \$1.7 million for textbook adoptions and replacement of other materials.
- \$1.3 million for increases in employee health benefits.
- \$0.6 million to fund a required contribution increase to the Virginia Retirement System.
- \$0.4 million to expand the modified school calendar concept to Mt. Vernon Community School.
- \$0.3 million for a copier implementation plan.

The adopted CIP provides \$94.4 million for the School Board's submitted capital program for fiscal years 2006 through 2011 and fully funds that program's \$67.0 million costs through FY 2008, except for one small \$150,000 reduction in the cost of the Schools emergency information technology "hot site" enabled by collocating that site with the City's hot site. The Schools proposed no changes to last year's amended CIP amounts through FY 2008. The adopted CIP also provides \$27.4 million for FY 2009 through FY 2011. Major changes to the School's request include a reduction of \$10.6 million for the request for a major renovation and expansion of the Minnie Howard Ninth Grade Center. This project is funded in the same years as requested by the School Board, but is kept at the amount approved in last year's CIP, pending further analysis of construction costs and enrollment trends, both of which may be subject to change from current assumptions. Also, funding for FY 2011 is reduced by \$2.5 million, as no specific school projects were identified for those monies.

In fiscal years 2009 to 2011, the School's request includes the following new projects:

- \$2.6 million for additional classrooms at Patrick Henry, Cora Kelly and Charles Barrett. By fiscal year 2011, with the addition of these classrooms at these schools and based on current enrollment, the schools will have eliminated the need for temporary trailers. \$1.2 million for roof replacements at Hammond Middle School and Jefferson Houston. \$1.1 million for additional gym space at James Polk.
- \$0.9 million to resurface all elementary school playgrounds to use a safer, recycled rubber product.
- \$0.5 million for field upgrades at Hammond Middle School.

8. A safe community maintained by high quality public safety organizations and judicial administration.

Public safety is an essential purpose of local government, and a major element of the Council's vision for Alexandria. Public safety encompasses the traditional functions of law enforcement, fire suppression, emergency medical service, maintenance of the jail and operation of the courts, and a relatively "new" function of critical importance, emergency preparedness. Alexandria is an extremely safe place to live with major crime now at its lowest level in 35 years, quality fire suppression and emergency medical services, and an extremely well operated jail and court system. It is essential that Alexandria remain this way. To accomplish this, new funding is adopted for the following:

- \$1 million to hire, train, and equip 14 new police officers for patrol duty.
- \$889 thousand for the Sheriff's department to maintain current services and operations, largely reflecting the increased costs of medical services, food, and janitorial services at the jail, and overtime offset by the application of vacancy savings.
- \$898 thousand for the Police department to maintain current services and operations, reflecting increased costs for leased space, overtime, laptop software maintenance and licensing, facility maintenance, equipment, and furnishings.
- \$394 thousand for the Fire Department to maintain current services and operations, largely reflecting increased depreciation for mobile IT equipment, Code Enforcement operations and leased space, fuel, and increased IT software and maintenance costs.
- \$597 thousand for renovations of the Courthouse and additional furniture and equipment.
- \$695 thousand for renovations and refurbishment of Fire Station 202 in Del Ray.
- \$600 thousand for design of a possible new fire station.
- \$290 thousand for increased contributions to regional public safety organizations.
- \$256 thousand for expanded hack inspector operations required by pending changes in the regulation of the tax cab business in Alexandria.
- \$218 thousand for improvements to the Northern Virginia Juvenile Detention Center.
- \$195 thousand for improvements to the Emergency Operations Center.
- \$173 thousand to improve Code Enforcement operations.
- \$74 thousand to provide bilingual mental health staff services at the jail.
- \$69 thousand to replace an expiring homeland security grant for police operations.

In addition \$3 million of fund balances have been designated as set-aside funds for possible changes in compensation for sworn public safety (police, fire and sheriff) employees that will be presented to Council for consideration in FY 2006.

Supplemental Information

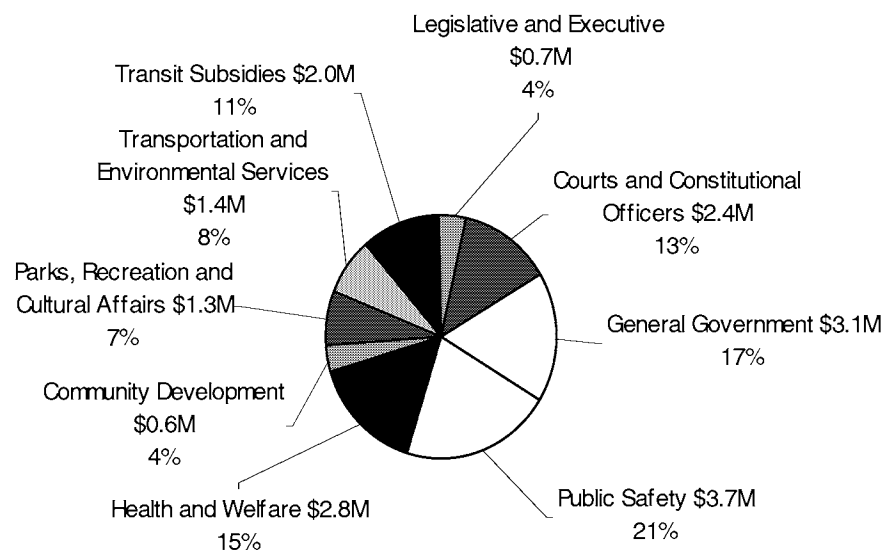
General Fund Operating Budget

The adopted General Fund Operating Budget expenditures total \$467.8 million.

This is a \$35.0 million increase over the fiscal year 2004 Approved Budget or an 8.1 percent increase. This increase is partly mandatory – required to maintain current services and programs – and partly discretionary.

- \$16.0 million or 46 percent of the increase maintains current City services and programs (including the provision of a COLA and implementation of the pay benchmark study).
- \$2.0 million maintains current WMATA and DASH transit services.
- The budget also provides \$6.2 million in new discretionary spending on City operations. Of this amount, \$2.8 million is the dedication of one cent of the real estate tax rate to affordable housing. This new spending is partially offset or “funded” by approximately \$1.1 million in expenditure reductions, for a net increase in City, DASH and WMATA operations is \$5.1 million.

Costs to Maintain Current Services and Policies = \$18.0M
(Excluding Education)
(City Operations = \$16.0M; WMATA & DASH = \$2.0M)



The following table shows the changes in the general fund budgets of the various departments, cross walking from the FY 2005 approved budget, through adjustments to maintain current services and policies, discretionary supplementals and expenditure reductions, and showing the final net change for each department in dollars and percentage terms.

**ANALYSIS OF GENERAL FUND CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

	FY 2005 Approved Budget	Adjustments to Maintain Current Services and Policies \$ %	Discretionary Supplementals \$ %	Expenditure Reductions \$ %	Change from FY 2005 to Approved FY 2006 \$ %	FY 2006 Approved Budget
Legislative and Executive						
City Council	\$536,569	-\$2,584 -0.5%	\$0 0.0%	-\$2,756 -0.5%	-\$5,340 -1.0%	\$531,229
City Manager	\$1,939,072	\$34,546 1.8%	\$0 0.0%	\$0 0.0%	\$34,546 1.8%	\$1,973,618
City Attorney	\$1,791,405	\$520,726 29.1%	\$0 0.0%	-\$7,714 -0.4%	\$513,012 28.6%	\$2,304,417
City Clerk and Clerk of Council	\$301,692	\$16,022 5.3%	\$15,470 5.1%	-\$2,050 -0.7%	\$29,442 9.8%	\$331,134
Subtotal Legislative and Executive	\$4,568,738	\$568,710 12.4%	\$15,470 0.3%	-\$12,520 -0.3%	\$571,660 12.5%	\$5,140,398
Courts and Constitutional Officers						
18th Circuit Court	\$1,218,075	\$12,010 1.0%	\$0 0.0%	-\$12,181 -1.0%	-\$171 0.0%	\$1,217,904
18th General District Court	\$84,638	\$0 0.0%	\$0 0.0%	-\$846 -1.0%	-\$846 -1.0%	\$83,792
Clerk of Court	\$1,492,296	\$19,107 1.3%	\$9,649 0.6%	-\$14,923 -1.0%	\$13,833 0.9%	\$1,506,129
Commonwealth Attorney	\$2,228,367	\$165,570 7.4%	\$0 0.0%	-\$11,230 -0.5%	\$154,340 6.9%	\$2,382,707
Court Services Unit	\$1,002,276	\$112,291 11.2%	\$89,442 8.9%	-\$10,023 -1.0%	\$191,710 19.1%	\$1,193,986
Juvenile and Domestic Relations Court	\$33,609	\$0 0.0%	\$0 0.0%	-\$336 -1.0%	-\$336 -1.0%	\$33,273
Law Library	\$80,150	\$3,261 4.1%	\$0 0.0%	-\$802 -1.0%	\$2,459 3.1%	\$82,609
Other Public Safety & Justice	\$3,866,074	\$289,523 7.5%	\$0 0.0%	\$0 0.0%	\$289,523 7.5%	\$4,155,597
Registrar of Voters	\$954,197	\$45,247 4.7%	\$0 0.0%	-\$9,642 -1.0%	\$35,605 3.7%	\$989,802
Sheriff	\$19,805,396	\$1,069,667 5.4%	\$123,411 0.6%	-\$127,823 -0.6%	\$1,065,255 5.4%	\$20,870,651
Subtotal Courts and Const. Officers	\$30,765,078	\$1,716,676 5.6%	\$222,502 0.7%	-\$187,806 -0.6%	\$1,751,372 5.7%	\$32,516,450
General Government						
Citizen Assistance	\$616,759	\$21,942 3.6%	\$0 0.0%	\$0 0.0%	\$21,942 3.6%	\$638,701
Finance	\$7,774,285	\$208,213 2.7%	\$5,375 0.1%	-\$59,140 -0.8%	\$154,448 2.0%	\$7,928,733
General Services	\$10,369,369	\$650,077 6.3%	\$75,000 0.7%	-\$92,400 -0.9%	\$632,677 6.1%	\$11,002,046
Human Rights	\$456,999	\$56,255 12.3%	\$0 0.0%	\$0 0.0%	\$56,255 12.3%	\$513,254
Information Technology Services	\$6,550,009	\$468,827 7.2%	\$123,881 1.9%	-\$65,650 -1.0%	\$527,058 8.0%	\$7,077,067
Internal Audit	\$190,032	\$5,494 2.9%	\$0 0.0%	\$0 0.0%	\$5,494 2.9%	\$195,526
Management and Budget	\$976,816	-\$45,011 -4.6%	\$64,770 6.6%	-\$1,635 -0.2%	\$18,124 1.9%	\$994,940
<u>Non-Departmental</u>						
Other Operating Exps. & Fringe Benefits	\$4,698,560	\$251,454 5.4%	\$60,000 0.0%	\$0 0.0%	\$251,454 6.6%	\$5,010,014
Insurance	\$3,765,678	\$481,286 12.8%	\$0 0.0%	\$0 0.0%	\$481,286 12.8%	\$4,246,964
City-wide Communications/Publications	\$184,016	\$5,069 2.8%	\$0 0.0%	\$0 0.0%	\$5,069 2.8%	\$189,085
City Memberships	\$313,641	-\$24,437 -7.8%	\$0 0.0%	\$0 0.0%	-\$24,437 -7.8%	\$289,204
Office on Women	\$1,157,741	\$76,664 6.6%	\$0 0.0%	\$0 0.0%	\$76,664 6.6%	\$1,234,405
Personnel Services	\$2,627,390	\$63,102 2.4%	\$134,624 5.1%	-\$26,274 -1.0%	\$171,452 6.5%	\$2,798,842
Real Estate	\$1,071,914	\$70,491 6.6%	\$106,582 9.9%	-\$10,279 -1.0%	\$166,794 15.6%	\$1,238,708
Subtotal General Government	\$40,753,209	\$2,289,426 5.6%	\$570,232 1.4%	-\$255,378 -0.6%	\$2,544,280 6.2%	\$43,357,489

**ANALYSIS OF GENERAL FUND CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

	FY 2005 Approved Budget	Adjustments to Maintain Current Services and Policies \$ %	Discretionary Supplementals \$ %	Expenditure Reductions \$ %	Change from FY 2005 to Approved FY 2006 \$ %	FY 2006 Approved Budget
Operating Agencies						
<u>Public Safety</u>						
Fire	\$30,147,115	\$834,735 2.8%	\$273,540 0.9%	-\$128,227 -0.4%	\$980,048 3.3%	\$31,127,163
Police	\$42,317,562	\$721,886 1.7%	\$1,015,959 2.4%	-\$174,500 -0.4%	\$1,563,345 3.7%	\$43,880,907
Subtotal Public Safety	\$72,464,677	\$1,556,621 2.1%	\$1,289,499 1.8%	-\$302,727 -0.4%	\$2,543,393 3.5%	\$75,008,070
<u>Health and Welfare</u>						
Alexandria Health Department	\$6,264,489	-\$58,836 -0.9%	\$37,400 0.6%	-\$37,645 -0.6%	-\$59,081 -0.9%	\$6,205,408
Community Partnership Fund	\$862,775	\$0 0.0%	\$61,669 7.1%	\$0 0.0%	\$61,669 7.1%	\$924,444
Youth Fund	\$292,226	\$0 0.0%	\$9,581 3.3%	\$0 0.0%	\$9,581 3.3%	\$301,807
Children's Fund	\$1,053,814	\$0 0.0%	\$45,140 4.3%	\$0 0.0%	\$45,140 4.3%	\$1,098,954
Human Services	\$19,406,467	\$956,081 4.9%	\$503,082 2.6%	-\$4,715 0.0%	\$1,454,448 7.5%	\$20,860,915
Ment. Health, Ment. Retardation, Subst. Abuse	\$13,637,395	\$691,001 5.1%	\$366,939 2.7%	-\$42,299 -0.3%	\$1,015,641 7.4%	\$14,653,036
Other Health Services	\$978,400	\$0 0.0%	\$10,000 1.0%	\$0 0.0%	\$10,000 1.0%	\$988,400
Subtotal Health and Welfare	\$42,495,566	\$1,588,246 3.7%	\$1,033,811 2.4%	-\$84,659 -0.2%	\$2,537,398 6.0%	\$45,032,964
<u>Community Development</u>						
Housing	\$1,455,085	\$184,838 12.7%	\$2,760,185 189.7%	-\$14,551 -1.0%	\$2,930,472 201.4%	\$4,385,557
Economic Development	\$2,479,336	\$70,000 2.8%	\$110,000 4.4%	\$0 0.0%	\$180,000 7.3%	\$2,659,336
Planning and Zoning	\$3,550,167	\$197,061 5.6%	\$106,965 3.0%	-\$35,502 -1.0%	\$268,524 7.6%	\$3,818,691
Subtotal Community Development	\$7,484,588	\$451,899 6.0%	\$2,977,150 39.8%	-\$50,053 -0.7%	\$3,378,996 45.1%	\$10,863,584
<u>Parks, Recreation and Cultural</u>						
Historic Alexandria	\$2,283,020	\$89,410 3.9%	\$3,000 0.1%	-\$5,000 -0.2%	\$87,410 3.8%	\$2,370,430
Library	\$5,969,144	\$111,200 1.9%	\$40,999 0.7%	-\$34,691 -0.6%	\$117,508 2.0%	\$6,086,652
Other Recreation	\$236,898	\$10,254 4.3%	\$10,000 4.2%	\$0 0.0%	\$20,254 8.5%	\$257,152
Recreation, Parks & Cultural Affairs	\$16,841,750	\$683,200 4.1%	\$177,407 1.1%	-\$63,926 -0.4%	\$796,681 4.7%	\$17,638,431
Subtotal Parks, Recreation and Cultural	\$25,330,812	\$894,064 3.5%	\$231,406 0.9%	-\$103,617 -0.4%	\$1,021,853 4.0%	\$26,352,665
<u>Public Works</u>						
T&ES	\$23,018,467	\$1,036,699 4.5%	\$665,513 2.9%	-\$54,318 -0.2%	\$1,647,894 7.2%	\$24,666,361
Transit Subsidies	\$10,408,321	\$2,045,376 19.7%	\$134,000 1.3%	-\$100,000 -1.0%	\$2,079,376 20.0%	\$12,487,697
Subtotal Public Works	\$33,426,788	\$3,082,075 9.2%	\$799,513 2.4%	-\$154,318 -0.5%	\$3,727,270 11.2%	\$37,154,058
Subtotal Operating Agencies	\$181,202,431	\$7,572,905 4.2%	\$6,331,379 3.5%	-\$695,374 -0.4%	\$13,208,910 7.3%	\$194,411,341

**ANALYSIS OF GENERAL FUND CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

	FY 2005 Approved Budget	Adjustments to Maintain Current Services and Policies		Discretionary Supplementals		Expenditure Reductions		Change from FY 2005 to Approved FY 2006		FY 2006 Approved Budget
		\$	%	\$	%	\$	%	\$	%	
Education										
Other Educational	\$13,299	-\$309	-2.3%	\$0	0.0%	\$0	0.0%	-\$309	-2.3%	\$12,990
Alexandria City Public Schools (incl. 2.0% COLA)	<u>\$130,109,722</u>	NA	NA	NA	NA	NA	NA	<u>\$8,643,416</u>	6.6%	<u>\$138,753,138</u>
Subtotal Education	\$130,123,021	NA	NA	NA	NA	NA	NA	\$8,643,107	6.6%	\$138,766,128
City-Wide Allowances (from Non-Departmental)										
City Staff COLA (2.0%)	\$0	\$3,600,000	0.0%	\$0	0.0%	\$0	0.0%	\$3,600,000	0.0%	\$3,600,000
Pay Benchmark Implementation and Additional Step	\$0	\$885,000	0.0%	\$475,000	0.0%	\$0	0.0%	\$1,360,000	0.0%	\$1,360,000
City Health Insurance Increase (including retirees)	\$0	<u>\$1,470,957</u>	0.0%	<u>\$0</u>	0.0%	<u>\$0</u>	0.0%	<u>\$1,470,957</u>	0.0%	<u>\$1,470,957</u>
Subtotal City-Wide Allowances	\$0	\$5,955,957	NA	\$475,000	NA	NA	NA	\$6,430,957	NA	\$6,430,957
CIP Funding Sources										
Debt Service	\$22,876,399	\$5,024,965	22.0%	\$69,589	0.3%	\$0	0.0%	\$5,094,554	22.3%	\$27,970,953
Cash Capital	<u>\$21,382,000</u>	<u>\$1,652,778</u>	7.7%	<u>\$0</u>	0.0%	<u>-\$4,175,043</u>	-19.5%	<u>-\$2,522,265</u>	-11.8%	<u>\$18,859,735</u>
Total CIP Funding	\$44,258,399	\$6,677,743	15.1%	\$69,589	0.2%	-\$4,175,043	-9.4%	\$2,572,289	5.8%	\$46,830,688

Summary

City Operations										
City Departments	\$246,894,434	\$10,102,032	4.1%	\$7,005,583	2.8%	-\$1,051,078	-0.4%	\$15,996,537	6.5%	\$262,950,971
City-Wide Allowances	\$0	\$5,955,957	NA	\$475,000	NA	NA	NA	\$6,430,957	NA	\$6,430,957
Contingent Reserves	\$1,180,000	\$0	0.0%	-\$803,500	-68.1%	\$0	0.0%	-\$803,500	-68.1%	\$376,500
Total City Operations	\$248,074,434	\$16,057,989	6.5%	\$6,677,083	2.7%	-\$1,051,078	-0.4%	\$21,623,994	8.72%	\$269,758,428
Transit Subsidies for DASH and WMATA Ops.	\$10,408,321	\$2,045,376	19.7%	\$134,000	1.3%	-\$100,000	-1.0%	\$2,079,376	20.0%	\$12,487,697
Total CIP Funding Sources	\$44,258,399	\$6,677,743	15.1%	\$69,589	0.2%	-\$4,175,043	-9.4%	\$2,572,289	5.8%	\$46,830,688
Alexandria Public Schools	\$130,109,722	NA	NA	NA	NA	NA	NA	\$8,643,416	6.6%	\$138,753,138
Grand Total	\$432,850,876	NA	NA	NA	NA	NA	NA	\$34,919,075	8.1%	\$467,829,951

Adopted fiscal year 2006 General Fund operating revenue increases by 8.1 percent over the approved fiscal year 2005 budget.

This increase includes the budgetary impact of a proposal to reduce the real estate tax by eight cents per \$100 assessed value. Real estate tax revenue would increase by 9.9 percent over last year's approved budget, reflecting the combination of increased assessments, new construction, and a reduction in the real estate tax rate. To diversify revenue sources and fairly allocate costs to users, the budget also provides:

- the creation of a new tax on cell phones of a maximum of \$3 per cell phone number per month,
- the creation of a 50 cent per ticket tax on movies, entertainment and other events. (\$1.3 million),
- an increase in cigarette taxes from 50 cents a pack to 70 cents a pack,
- an increase in sanitary sewer fees by additional 40 cents per 1,000 gallons, as the final step in a multi-year process to make sanitary sewer expenditures self-supporting
- an increase in solid waste disposal fees from \$205 to \$229 per residence to keep that activity self-supporting through user fees.
- an increase in the sewer connection fees charged to developers and builders by approximately 50 percent for connecting new structures to the City's sewer system.

General Fund Operating Budget Revenue
(\$ in millions)

	FY 2004 Actual	FY 2005 Approved	FY 2005 Projected	FY 2006 Adopted	Percent Change FY 2005 Approved to 2006
Real Property Taxes	\$210.9	\$228.5	\$231.5	\$251.1	9.9%
Other Taxes	\$126.6	\$128.3	\$132.9	\$138.7	8.1%
Non-Tax Revenue	\$21.4	\$22.8	\$23.6	\$26.0	14.0%
Intergovernmental Revenue	\$49.5	\$48.9	\$46.3	\$47.7	-2.5%
Prior Year Surplus	\$0.0	\$4.3	\$4.3	\$4.3	0.0%
Total Revenue	\$408.3	\$432.9	\$438.6	\$467.8	8.1%

The collection of other taxes would increase by 8.1 percent; other non-tax revenues would increase by 14.0 percent. We estimate that intergovernmental revenue from federal and State sources would decline by 2.5 percent, and the use of fund balance from prior year surpluses in the General Fund would stay approximately the same as compared to last year's approved budget.

Forces Affecting FY 2006 Revenues and Expenditures

The general, national economic outlook remains positive. The national economy has recovered from its recession of few years ago. Gross domestic product is growing, albeit at modest levels, and jobs are growing also at a restrained rate nationally. As a consequence, productivity levels are increasing and inflation is holding steady at its current low rate. Short term rates are increasing as a result of gradual rate increases by the Federal Reserve Board. Long term interest rates continue at historically low post World War II levels, including mortgage rates, but these have the potential to rise in the future. Our assumption is that the national economy will remain healthy in the next few years. Along with most economists, the budget continues to anticipate interest rates, particularly mortgage rates, increasing modestly in the future and putting a damper on the recent hyper inflation in home values. However, the timing of this increase in long term rates has been and is difficult to predict.

The regional, northern Virginia economy is very healthy, as is Alexandria's economy. Job growth in the region continues to lead the nation. The number of new jobs created and expected in the Washington metropolitan area significantly exceeds that of any other metropolitan region in the country. Alexandria continues to share in this growth of the region. Unemployment is at a very low level of 2.6 percent in April 2005, and it is expected that population and job growth in the City will continue at steady rates with anticipated economic growth and new development. Locally, the addition of the Patent and Trademark Office (PTO) will add some 7,100 jobs to the City's employment base. Further, the build out of the area around PTO in Eisenhower East will add hundreds of new jobs in the next three to four years. The development of Potomac Yard and potential redevelopment of Landmark Mall are two other significant sources of future growth for the City. Alexandria's tourism-related revenue has recovered now to pre-September 11 levels. The office vacancy rate was 11.7 percent in March 2005. The interest rate the City can expect to pay on its general obligation bonds to fund the CIP likely will increase slightly. Over the last year the interest rate obtained by the City has increased modestly from the historically low rate of 3.74 percent (true interest cost) achieved on the January 2004 issuance of \$64.7 million to 3.84 percent for the October 2004 refinancing to 3.93 percent for the November issuance of \$54.8 million. Offsetting this cost is the fact that City investments are now earning more than 2 percent per annum, compared to only 1 percent a year ago. (Statistics on the Northern Virginia and Alexandria economies are contained in the section "City Facts and Figures" in the Operating Budget.)

The projection of future revenues assumes that the growth in real estate assessments will moderate. The budget assumes a 6 percent annual rate of growth in real estate assessments in calendar year 2006 and beyond. Although this may be seen as conservative given recent double digit rates of growth, it is prudent not to rely on a projection that such historically high rates of growth will continue. Real estate is a cyclical asset class, and all signs point now to a deceleration of the recent high growth trends.

For other sources of revenue, the budget projects a similar 6.0 percent growth in fiscal year 2006. Other local taxes will increase at about an 8.1 percent rate as the economy gradually improves and as a result of new taxes or increased tax rates adopted by Council to diversify revenue sources and decrease our reliance on real estate taxes. Non-tax revenue will increase by a 14.0 percent rate, reflecting the growth in population and services being rendered for which fees are charged and the earnings on City investments. *Estimates for intergovernmental revenue are declining by 2.5 percent.* This year there is more uncertainty surrounding President Bush's budget proposals for cutbacks in housing and community development, social services and law enforcement funding. As a consequence, grant funding for Alexandria, particularly in housing, social services and law enforcement bear close watching.

Finding Ways to Save

City departments were again challenged to find ways to reduce their budgets. As described above, the last several years have seen several across-the-board reductions implemented in response to external events and pressures. Nevertheless, each department was again asked to propose for consideration savings equal to 1 percent of last year's approved budget. At least half of their expenditure reduction proposals were to be efficiency savings that would not affect the services they provide and to meet no more than half of their target by reducing non-essential services. After a thorough review of all these adopted savings reductions, we are proposing for City departments \$1.1 million in savings equal to 0.4 percent of last year's budget. Roughly seventy-nine percent of these savings are efficiency savings; twenty-one percent are marginal service reductions.

We have developed an incentive for departments to save. Those departments that did not request any significant supplemental increases to their FY 2006 budget will be designated in the fund balance an allowance to use in future years equal to 50 percent of their efficiency savings. Last year a total of \$72,000 was set aside as a designated fund balance for their potential use in future years. This year some of this balance was drawn down to meet expenditure reduction targets, and still other departments (mostly small departments) earned credits to provide some additional flexibility for future budgets so that they can live within the stringent across-the-board saving reduction targets applied to everyone. The total designation of the fund balance for this purpose is now \$52 thousand and is mostly applicable to smaller departments. (See Appendix J for a listing of those departments and the amounts drawn down and set aside in the designated fund balance for this purpose.)

Capital Improvement Program

The Capital Improvement Program calls for \$326.8 million in expenditures over six years.

The major building projects funded in the CIP over the next six years are a new public high school, a new police headquarters, renovated Patrick Henry, Charles Houston and Chinquapin Recreation Centers and a new All City Sports Complex. Significant funding is also provided for transportation and sewer infrastructure projects.

Capital Improvement Program Expenditures (City share -- \$ in millions)

Fiscal Years	2005	2006	2007	2008	2009	2010	2011	Total
FY 2005 Amended CIP	\$88.0	\$61.7	\$45.9	\$87.9	\$18.0	\$16.7		\$318.2
FY 2006 Adopted CIP		\$67.8	\$66.9	\$83.5	\$52.3	\$31.1	\$25.3	\$326.8
Change	-\$88.0	\$6.1	\$21.0	-\$4.4	\$34.3	\$14.4	\$25.3	\$8.6

The six-year CIP would be funded by \$148.5 million in general obligation bonds and \$178.3 million from City pay-as-you-go funds, including: \$134.1 million in cash capital contributions from current revenues, \$14.2 million from the open space trust fund account, \$22.0 million from sewer use and connection fees, \$4.7 million from prior year revenue surpluses, \$1.8 million from bond interest earnings, \$1.4 million from bond premiums, and other sources. For FY 2006 the CIP complies with our policy limits governing the amount of allowable debt and debt service costs, and should continue to ensure triple-A ratings by the bond rating agencies.

Capital Improvement Program Budget Financing
(City Share -- \$ in millions)

Fiscal Years	2006	2007	2008	2009	2010	2011	Total
Adopted Borrowing	\$38.7	\$34.3	\$53.9	\$21.6	\$0	\$0	\$148.5
Cash Capital Current Revenues	\$17.0	\$26.8	\$23.2	\$24.2	\$24.6	\$18.4	\$134.1
Open Space Funds (net)	\$1.9	\$2.1	\$2.3	\$2.5	\$2.7	\$2.9	\$14.2
Sewer Fees	\$3.7	\$3.4	\$3.5	\$3.7	\$3.8	\$3.9	\$22.0
Cash Capital Fund Bal.	\$4.7	\$0	\$0	\$0	\$0	\$0	\$4.7
Bond Interest Earnings	\$0.5	\$0.3	\$0.6	\$0.4	\$0.1	\$0	\$1.8
Bond Premiums & Miscellaneous	\$1.4	\$0	\$0	\$0	\$0	\$0	\$1.4
Total CIP Financing	\$67.8	\$66.9	\$83.5	\$52.3	\$31.1	\$25.3	\$326.8

The Long Term Outlook

The adopted budget is financially sustainable. In November of 2004 with the most recent issuance of new capital debt, the two primary bond rating agencies (Moody's Investor Service and Standard and Poor's) again awarded Alexandria AAA/Aaa ratings as a municipal government with an outstanding financial outlook and sound financial policies and practices. The adopted budget continues to comply with the debt policies and financial guidelines that are at the heart of our success in achieving these bond ratings. A proposal will be made to adjust at least one guideline – that measuring per capita debt as percent of per capita income – as well as possibly the debt-to-tax base ratio. The new targets and limits to be adopted will be derived from comparison with other, similar AAA/Aaa rated jurisdictions. In this fashion, any changes in the guidelines will be designed to maintain our current excellent bond rating.

The budget is an honest one, with no attempts to hide future costs or overestimate future revenue. In fact, the budget continues to be deliberately conservative in projecting future revenue precisely because that practice helps ensure that expenditures will not exceed revenue. The bond rating agencies have consistently cited conservative budgeting as a positive attribute of the City's financial management. The Council continues to operate under the rules for budget consideration reaffirmed in November of 2003. These same rules that have governed Council's consideration of the budget over the last decade. These rules have helped bring about the adoption of balanced budgets and the maintenance of adequate reserves. In FY 2006, staff will closely monitor spending and revenue, and present monthly financial reports to Council, and propose whether adjustments are necessary to reflect unanticipated costs, often through the use of contingent funds set aside for this purpose.

The forecast scenario section of the budget document shows that the operating budget outlook is reasonable given current trends in expenditures and revenue. Under the mid-term growth scenario, the Operating Budget appears to be approximately in balance through fiscal year 2011. Yet, there continue to be many reasons to be cautious about the future. Our dependency on real estate tax revenue can become a significant problem, as it did in the 1980's and again in the 1990's, when local real estate values leveled off and actually declined. Also, we have the danger of significant declines in federal and/or state aid. Furthermore, the local economy is subject to one-time shocks, such as September 11 and its aftermath, a possibility that cannot be ignored in light of Alexandria's proximity to the nation's capital.

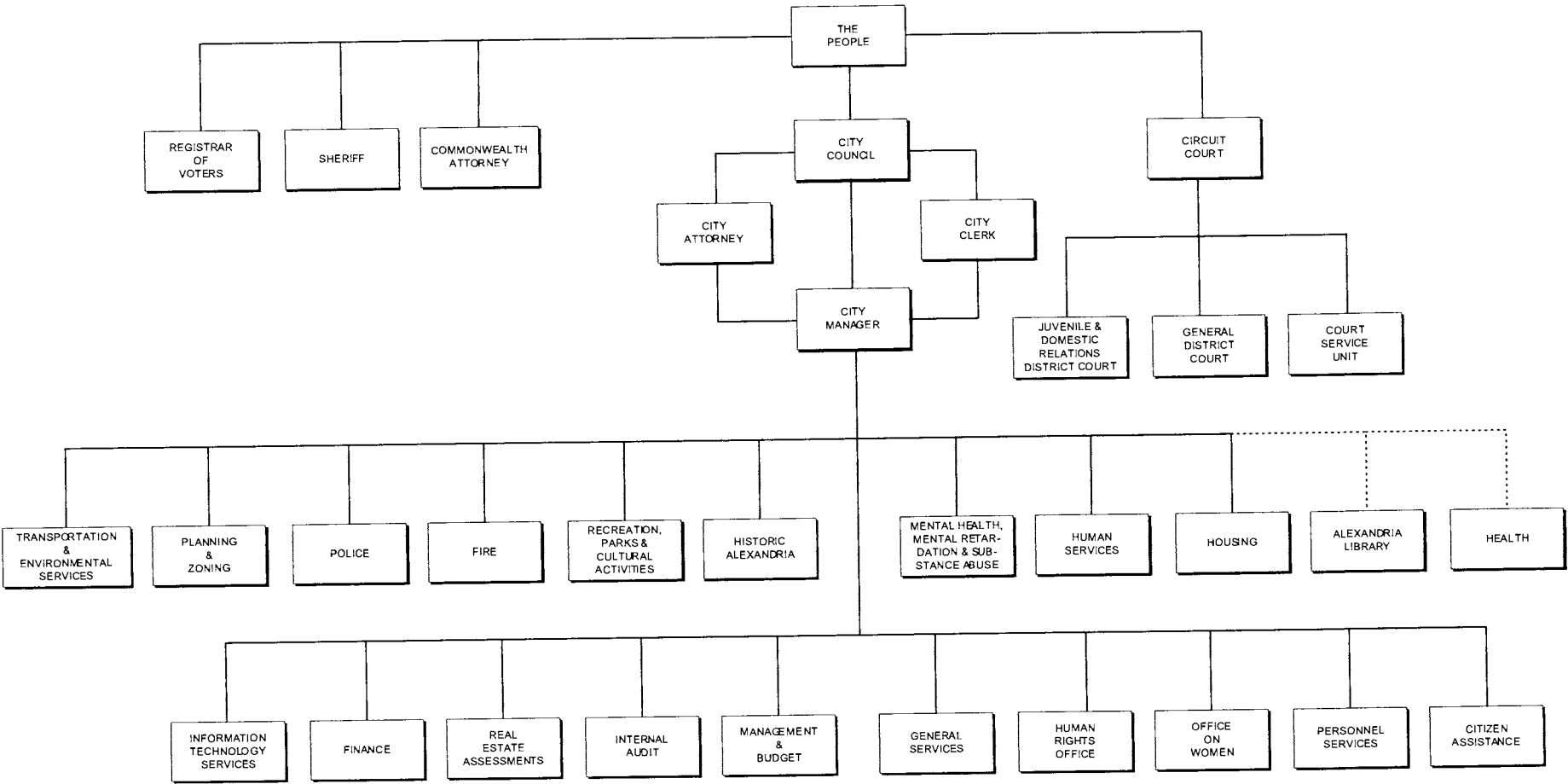
The outlook for funding the Capital Improvement Program also is good. Our borrowing remains below all debt policy limits (as adjusted) and essentially at or below almost all debt policy targets. Assuming that future revenue grows faster than the conservative projections used in the budget's forecasts, there may be room to borrow more in future years. However, that is not a decision to make until such higher revenue is reasonably certain. In the meantime, we will continue to compile a list of additional unfunded capital projects and list them in the adopted CIP, as we have done the last several years. Some of those unfunded projects may be accepted by the new Alexandria Capital Development Foundation as opportunities for private fund-raising.

FY 2006 CITY COUNCIL BUDGET CALENDAR

On Tuesday evening, January 11, 2005 City Council the established schedule for its consideration of the FY 2006 Proposed Operating Budget and FY 2006 to FY 2011 Proposed Capital Improvement Program (CIP). The schedule is:

Tuesday, March 8 7:00 p.m.	Presentation of Proposed FY 2006 Operating Budget and Proposed FY 2006 - FY 2011 Capital Improvement Program (CIP)
Tuesday, March 15 7:00 p.m.	Work session on the Overview of Revenues, Operating Expenditures and CIP
Tuesday, March 29 7:00 p.m.	Work session topics to be determined
Monday, April 4 4:00 p.m.	Public Hearing
Wednesday, April 6 7:00 p.m.	Joint work session with the School Board on the School's CIP and FY 2006 Operating Budget
Monday, April 11 7:00 p.m.	Work session topics to be determined
Wednesday, April 27 7:00 p.m.	Work session on Preliminary Add/Delete List Review
Monday, May 2 6:00 p.m. 7:00 p.m.	Work session on finalization of Add/Delete List Budget and Tax Rate Adoption Special Council Meeting

ALEXANDRIA CITY GOVERNMENT



Understanding the Budget

The City's budget serves as the blueprint for the financial and policy decisions that City Council will implement during the fiscal year. Budgeting is necessary for several reasons.

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.

Second, the budget is a management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to provide effective and efficient government services. Program goals, objectives, descriptions and activities are linked to performance measures that are detailed in the budget, as are the costs and resources required to meet the goals and objectives. As a management tool, the budget serves to establish accountability for the effective and efficient operation of specific programs and to locate responsibility for the delivery of City services.

Beginning with City Council's establishment of a longterm vision and a set of major goals for the City of Alexandria, combined with the economic outlook of the City presented by staff and a public hearing to gather citizen input in November, and continuing through the adoption of the FY 2006 budget on May 2, 2005, the budget process weighs both the short and long term objectives of numerous stakeholders against the available financial resources.

FY 2006 Budget Planning

The FY 2006 budget process was guided by City Council's approval of a 2004-2015 Strategic Plan in September that identified an overall longterm vision for the City with a set of major goals. The basis for development of the budget are the seven goals of the Strategic Plan, and one additional goal concerning public safety:

- Quality development and redevelopment that is well planned and consistent with Alexandria's vision.
- A City that respects, protects and enhances the natural environment.
- An integrated, multi-modal transportation system that efficiently and effectively gets people from point "A" to point "B."
- A strong local economy that is diverse and affordable.
- A City government that is financially sustainable, efficient and community oriented.
- Public schools that are among the best in Northern Virginia (in partnership with the Alexandria Schools).
- A safe community maintained by high quality public safety organizations and efficient judicial administration.

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

Other Continuing Policy Guidance and Planning

Debt-Related Financial Policies: The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Appendices section of this document, and the City's Proposed FY 2006 to FY 2011 Capital Improvement Program (CIP) is consistent with these policies.

Compensation Philosophy: On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help with the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2006 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency prevention, and to target activities that effectively promote positive outcomes for youth and support family through optimal use of existing funds, development of new resources, and engagement of the community. Initiatives that require new or reallocated funding are proposed in the annual budget process, and the Commission monitors success in achieving goals for youth through a biennial Community Report Card. In April 2004, the Commission presented its Strategic Plan to City Council outlining its goals and objectives for the City's youth through fiscal year 2006.

Long Range Quality of Life Planning: Several initiatives have recently been established or are still being formulated to address the quality of life of citizens City-wide, including the availability of affordable housing, the preservation of open space, a City-wide assessment of recreation and leisure needs, and a City-wide transportation policy and plan.

City Council Retreat and the Budget Preparation Process

Each year, City Council holds a retreat in the fall that provides staff with an opportunity to give Council an overview of the economic outlook, locally, regionally and nationally. Additionally, staff provides information on the expenditure outlook, for the upcoming fiscal year and beyond. At this time, Council provides staff with some of the priorities to be addressed in the upcoming fiscal year.

For the FY 2006 budget process, Departments and agencies submitted detailed operating budget requests to the Office of Management and Budget (OMB) in September and October, in accordance with procedures and guidelines established by the City Manager. OMB and City Manager's Office staff met with departments and agencies during the formative stages of budget development to discuss major issues facing the agencies following years of constrained budgets. Departments were asked to identify "mandatory adjustments to base" which were required to meet one of the following criteria: (1) increases to maintain current service levels; (2) increases necessary to implement City Council approved policies and programs; or (3) increases necessary to meet legal requirements. In addition, all City agencies were required to propose expenditure reductions equal to one percent of their approved FY 2005 General Fund budget. At least 50 percent of these savings were to come from efficiency savings, and no more than 50 percent from service reductions. Combined with the increase in vacancy savings that were deducted from department personnel budgets, the total

identified savings were approximately \$2 million and were used, in part, to fund the departments' supplemental requests and other increases in the FY 2006 operating budget. Departments were allowed to make discretionary supplemental requests, to expand programs or services, that had a direct relation to City Council's Strategic Plan.

After analyzing the budget requests, OMB continued discussions with department and agency heads from November through January to formulate recommendations to the City Manager. In January, the City Manager, the City Manager's staff and OMB met with all departments that were requesting supplemental funding for new positions or initiatives. Department's were given the opportunity to present their requests to the City Manager and to justify the need for additional funding. The City Manager's Proposed FY 2006 Budget reflects the Manager's consideration of these requests in light of revenue limitations and competing expenditure demands.

Consistent with the policy followed in recent years' budget processes, the City's budget calendar provides sufficient time to incorporate consideration of the School Board's Adopted FY 2006 Budget prior to the presentation of the City Manager's Proposed FY 2006 Budget. As a result, the City Manager's Proposed FY 2006 Budget was presented to City Council at the Council's March 8, 2005, legislative meeting.

As presented to City Council, the FY 2006 Proposed budget reflected increased residential assessments tempered to some degree by a proposed general 4 cent real estate tax rate reduction and expanded targeted grants to assistance to low income homeowners with their real estate tax bills. The budget also reflects continued steady, but tempered growth in the local economy, a cautiously positive prediction of the economy's future, and conservative estimates of State aid. The FY 2006 budget seeks to take the next steps toward achieving the City's Strategic Plan. The FY 2006 budget also maintains competitive compensation increases for City and Schools employees, and current levels of service, except those identified by departments through the reduction process as marginal service reductions.

On May 2, City Council adopted the FY 2006 Approved Budget. During the budget deliberations, the City Council decided to advertise the proposed real estate tax rate at \$0.915. As a result, staff was asked to identify \$16.4 million in budget adjustments to enable City Council to adopt a tax rate four cents lower than the City Manager's proposed tax rate and still balance the budget. Staff developed Budget Memorandum #48, which was accepted in its entirety by City Council. Please see the City Manager's Message for the actual Budget Memorandum #48 and additional highlights of the approved budget.

Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- * The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I includes the City Manager's Transmittal Memorandum and Executive Summary. Section II summarizes the budget process, provides general budget guidance, and includes a summary of the approved funding level changes in the General Fund budget. Section III is the "City Facts and Figures" summary; Section IV provides revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, and multi-year revenue and expenditure forecast scenarios. Sections V through IX present budget information for each department. The major elements in these sections are organizational charts, graphs, goals, program descriptions, performance indicators and measures, and a summary of the budget proposal and supplemental budget requests. These sections also contain statements of estimated expenditures for each City department, classified into three expenditure categories (or expenditure "characters"): Personnel Services, Non-personnel Services and Capital Outlays. In an effort to increase the informational value of each department budget, a breakout of expenditures and staffing by division has been included for each department, where applicable.

Section X is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government, the Alexandria Compensation Philosophy, legislative references and charter provisions relating to the budget, and a "Layperson's Guide to Fund Balance," based on a report prepared by the Council-appointed Budget and Fiscal Affairs Advisory Committee.

Section XI is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- * The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2005-2006 Capital Budget, available from the Office of the Assistant Superintendent for Financial and Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

Budget Amendments

During the fiscal year, the approved budget can be amended by either the reappropriation ordinance (generally in December) or the supplemental appropriation ordinances (generally two or three times during the fiscal year). A reappropriation ordinance allows encumbered monies from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are specifically identified within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments in grant program expenditures. A supplemental appropriation also amends the budget for duly docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

Budget transfers within a department may be approved by the City Manager, as discussed in the following section on Budgetary Accounting.

Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following:

- The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. A detailed estimate of General Fund balance available for appropriation for general operating expenditures is provided in the Statement of Estimated Undesignated General Fund Balance, in Section IV of this document.

The following table and the descriptive material following the table are intended to respond to the Government Finance Officers Association (GFOA) budget document presentation requirement that a fund balance projection be included for each fund, in addition to the General Fund, established by the City. The other funds, discussed below, include the Special Revenue Fund, Capital Projects Fund, and Internal Services Fund.

Governmental Funds			Proprietary Funds	
	Special Revenue Fund	Capital Projects Fund ⁴		Internal Services Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/04 ¹	\$13,850,636	\$72,878,477	Beginning Net Assets 7/1/04	\$19,414,767
Plus FY 2005 Budgeted Revenues ²	\$83,483,303	\$87,961,407	Plus FY 2005 Budgeted Revenues	\$3,599,800
Less FY 2005 Budgeted Expenditures ²	\$83,483,303	\$87,961,407	Less FY 2005 Budgeted Expenses	\$3,869,286
Projected Fund Balance 6/30/05	\$13,850,636	\$72,878,477	Projected Net Assets 6/30/05	\$19,145,281
Plus FY 2006 Budgeted Revenues ³	\$88,078,796	\$67,811,626	Plus FY 2006 Budgeted Revenue	\$3,779,209
Less FY 2006 ³ Budgeted Expenditures	\$88,078,796	\$140,690,103 ⁴	Less FY 2006 Budgeted Expenses	\$4,045,973
Projected Fund Balance 6/30/06	\$13,850,636	\$0	Projected Net Assets 6/30/06	\$18,878,517

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2004

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2005

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2006

/4 In all likelihood a large portion of Capital Projects will not be expended in FY 2005 and FY 2006, as many capital projects are multi-year in execution.

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2004, the Special Revenue Fund unreserved fund balance was \$13,850,636. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2006 is \$13,850,636.

- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2003, the Capital Projects Fund had a total fund balance of \$72,878,847. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2006, would be \$0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2006.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2004, the Equipment Replacement Internal Services Fund had Total Net Assets of \$19,414,767. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2006, is \$18,878,517. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

All tax revenues and most other revenues -- with the notable exception of State and federal grants -- are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures.

This "direct" treatment of expenditures is a concession to a more informative budget presentation. Technically, certain expenditures funded by General Fund revenues -- specifically, grant matches and the City appropriation to the Alexandria City Public Schools -- are accounted for as "transfers out" of the General Fund, "transfers in" to Special Revenue Funds and "expenditures" of Special Revenue Funds. Conceptually, however, these are expenditures of General Fund revenues.

In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations -- expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds.

Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Internal Service Fund are controlled at the total Net Assets level.

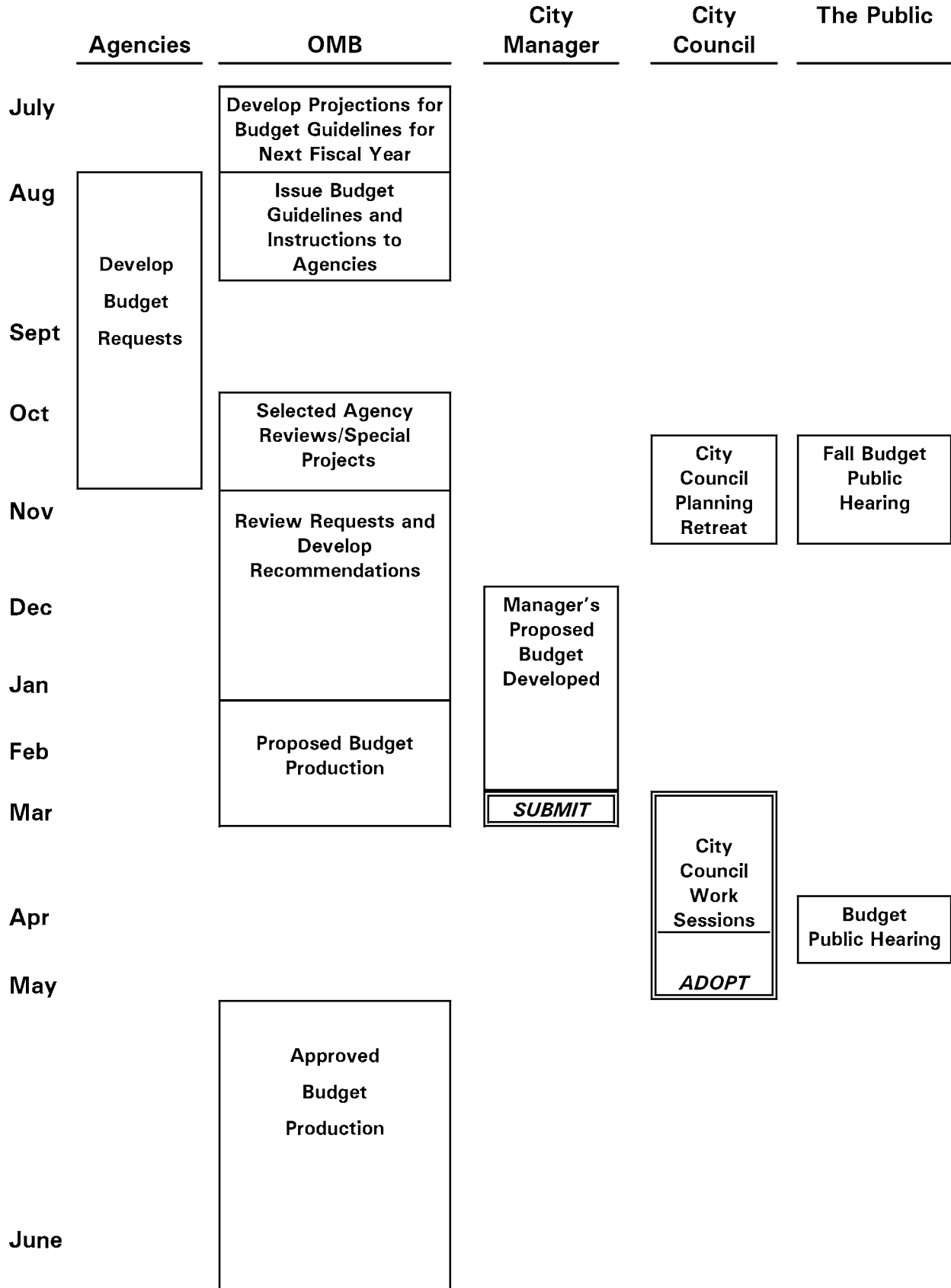
Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an

office, department or agency. Transfers of appropriations between expenditure characters within the same department or agency budget must be approved by the City Manager (or his designees, the Finance Director and the Director of the Office of Management and Budget). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which are prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds is prepared on the "modified accrual" basis of accounting. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. The budget and financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

City of Alexandria Budget Process

Fiscal Year runs from July 1 to June 30



City of Alexandria, Virginia

Facts and Figures

CITY OF ALEXANDRIA, VIRGINIA

FACTS AND FIGURES

CITY GOVERNMENT

Date of Incorporation	1779
Date of City Charter	1922
Form of Government	Council - Manager
Number of Full-Time Permanent City Positions (FY 2006 Approved)	2,375
Number of Full-Time Equivalent City Positions	2,618.20
Number of Full-Time Equivalent School Positions (FY 2006 Approved)	2,116

PHYSIOGRAPHIC

Land Area	
Square Miles	15.75
Acres of Public Parks & Open Space	964
Total Acres of Parks and Open Space per 1,000 Population	7.0

Elevation	30 Feet Above Sea Level
------------------	-------------------------

Temperature	
Average January Temperature	34.9°
Average July Temperature	79.2°

Miles of Streets, Sidewalks & Alleys	
Streets:	
Paved - Lane miles	513.5
Unpaved	0.17
Sidewalks	321.2
Alleys, Paved	20.56

Utilities	
Telephone	Various
Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia-American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast Communications

ECONOMIC INDICATORS

Persons Employed on Alexandria Job Sites*	
4 th Quarter Average 2003	91,701
4 th Quarter Average 2002	90,087
4 th Quarter Average 2001	91,183
4 th Quarter Average 2000	94,195

*Includes workers covered by State unemployment insurance.

ECONOMIC INDICATORS, continued

Largest Private Employers (July 2003)	
INOVA Alexandria Hospital	1,539
Institute for Defense Analysis	1,200
American Diabetes Association	900
Center for Naval Analysis	600
Boat Owners Assoc of the US	570

Largest Public Employers (July 2003)	
U.S. Department of Defense	
Civilian	4,606
Military	4,367
City of Alexandria	2,285
Alexandria Public Schools	2,099
WMATA (Metro)	1,162
Northern Virginia Community College	952
U.S. Department of Agriculture	675
U.S. Postal Service - Alexandria	396

Alexandria Employment			
	<u>3rd Qtr '03</u>	<u>3rd Qtr '04</u>	<u>% Change</u>
Construction	3,891	4,059	+4.3
Manufacturing	1,445	1,520	+5.2
Transportation, Communications, Utilities	1,843	2,316	+25.7
Trade	10,998	11,419	+3.8
Finance, Insurance, Real Estate	6,884	6,493	-5.7
Services	49,688	51,790	+4.2
Government	16,571	15,863	-4.3

Unemployment Rate	<u>03/04</u>	<u>03/05</u>	<u>% Change</u>
Alexandria	2.3%	2.7%	+17.4
Virginia	3.4%	3.4%	0
U.S.	6.0%	5.4%	-10.0

Retail Sales (in thousands)			
	<u>4th Qtr '03</u>	<u>4th Qtr '04</u>	<u>% Change</u>
Alexandria	\$598,404	\$516,076	-13.8
Virginia	\$23,840,068	\$22,391,550	-6.1

Tourism			
	<u>03/04</u>	<u>03/05</u>	<u>% Change</u>
Number of Hotel/Motel Rooms	4,215	4,128	-2.1
Occupancy Rate	74.2%	78.8%	+6.2
Average Daily Rate	\$106.64	\$111.12	+4.2

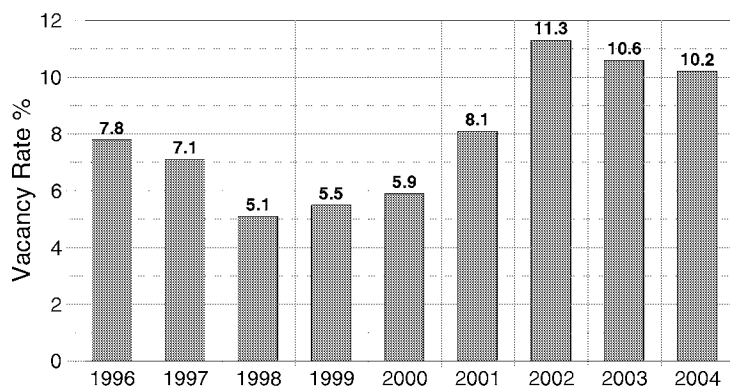
CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

ECONOMIC INDICATORS, continued

Office Vacancy Rate

	<u>1st Qtr '04</u>	<u>1st Qtr '05</u>	<u>% Change</u>
Alexandria	9.47%	11.71%	+ 23.7

**Office Vacancy Rates
CY 1996 - 2004**



Taxes

Real Property Tax Rate

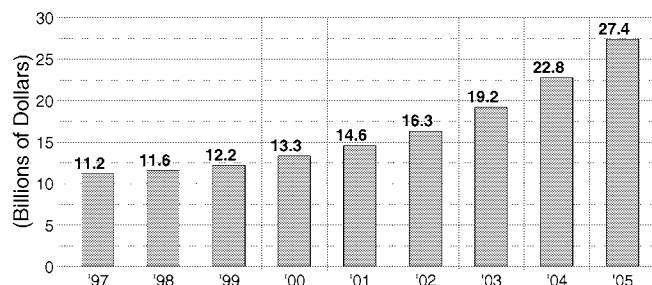
FY 2006 (Approved)	\$0.915 per \$100 assessed value
FY 2005 (Approved)	\$0.995 per \$100 assessed value

Personal Property Tax Rate

FY 2006 (Approved)	\$4.75 per \$100 assessed value
FY 2005 (Approved)	\$4.75 per \$100 assessed value

FY 2006 Value of one-cent per calendar year on the Real Property Tax Rate Approx. \$2.8 million

**Total Assessed Value of Real Property
CY 1997 - 2005**



ECONOMIC INDICATORS, continued

City Finances

Bond Ratings	
Moody's Investors Service, Inc.	Aaa
Standard & Poor's	AAA

Budgets

FY06 Total Operating Budget	\$562,889,195
General Fund Budget	\$467,829,951
Special Revenue Fund*	\$88,078,796
Other Funds and Financing Sources	\$6,980,448

*Includes federal and State Grants, and Other Charges and Donations.

DEMOGRAPHICS

Population

2006 (estimate)	137,809
2000 U.S. Census	128,283
1990 U.S. Census	111,183

Households

2004 Estimate	66,562
2000 U.S. Census	61,889
1990 U.S. Census	53,280

Average Household Size

2000 U.S. Census	2.04 persons
1990 U.S. Census	2.04 persons

Age (2002 Census Bureau Est.)

(1-17)	17.6%
(18-24)	5.9%
(25-64)	67.1%
(65 +)	9.5%

Race and Ethnicity (2002 Census Bureau Est.)

White	56.4%
African American	20.9%
Hispanic (all races)	15.2%
Asian & Pacific Islander	5.8%
Multi-Racial and Other	1.4%
Native American	0.2%
Total *	100.0%

* Percentages do not sum to the total due to rounding.

CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

DEMOGRAPHICS, continued

Median Household Income - 2002 Estimate

Alexandria	\$59,173
Virginia	\$48,224
United States	\$42,409
2000 U.S. Census - Alexandria	\$57,620

Source: U.S. Census Bureau

Per Capita Income

2004 - Alexandria (Estimate)	\$56,852
2003 - Alexandria	\$55,690
Washington Region*	\$44,056
Virginia	\$33,730
U.S.	\$31,472
1990 - Alexandria	\$31,725

* Washington Region = DC, MD, VA, WV (MSA)

Registered Voters

December 31, 2004	77,471
December 31, 2003	71,425
December 31, 2002	73,082

Source: City of Alexandria Approved Budget Documents

Housing

Housing Units - January 2005	
Single-family Homes	21,525
Condominiums*	15,305
Rental apartments (est.)	<u>32,059</u>
Total	68,889

* Townhouse condos are counted as single-family homes.

Housing Units by Occupancy

	Owner	Renter
2000 U.S. Census	40%	60%

Average Assessed Value (2005)

All Residential Units	\$441,823
Single-family Homes	\$563,092
Condominiums*	\$287,765

* Townhouse condos are counted as single-family homes.

DEMOGRAPHICS, continued

Average Market Rents	2003	2004
Efficiency	\$828	\$840
1 Bedroom Apartment	1,128	1,173
2 Bedroom Apartment	1,327	1,357
3 Bedroom Apartment	1,494	1,490

Median Assessed Value of Homes and Condominiums (2005)

Assessed Value	Units	Total Value	Median
Less than \$100,000	118	\$7,086,300	\$83,800
\$100,000-\$249,999	8,662	\$1,669,845,900	\$193,200
\$250,000-\$499,999	17,294	\$6,361,980,500	\$366,400
\$500,000-\$749,999	7,345	\$4,431,083,500	\$591,800
\$750,000-\$999,999	2,200	\$1,852,294,900	\$827,200
\$1,000,000-\$1,999,999	1,041	\$1,342,306,500	\$1,210,000
\$2,000,000 and over	152	\$578,147,800	\$2,462,500

Source: Real Estate Assessor

EDUCATION

Public School Membership

September 2005 (estimate)	10,590
September 2004	10,677
September 2003	10,762
September 1990	9,488

Student Profile

	Percent
African American	43.2
Hispanic	26.7
White	23.3
Asian/Pacific Islander	6.5
Native American	<u>0.2</u>

Total * 100.0

* Percentages do not sum to the total due to rounding.

Budget

FY 2006 Total Schools Budget	\$183,182,138
City General Fund expenditures per pupil enrolled*	\$14,805

* Includes operating costs, debt service and cash capital

Source: Education information provided by the Alexandria City Public Schools FY 2006 Adopted Budget.

FY 2006 Operating Budget Summary Tables

Statement of Total Revenues for Operating Funds

	Budgeted FY 2005	Projected FY 2005	Approved FY 2006	% Change Projected to Approved
General Fund				
Total General Property Tax Revenues	\$262,505,157	\$264,264,802	\$284,556,796	7.7%
Total Other Local Tax Revenues	94,342,500	100,099,000	105,259,185	5.2%
Total Non-tax Revenues	71,669,219	69,938,219	73,683,970	5.4%
City General Fund Balance	<u>4,334,000</u>	<u>4,334,000</u>	<u>4,330,000</u>	(0.1%)
Total General Fund Sources	\$432,850,876	\$438,363,021	\$467,829,951	6.7%
Special Revenue Fund/1				
State Aid	38,767,695	39,192,412	42,085,552	7.4%
Federal Aid	33,127,258	33,181,967	35,658,774	7.5%
Charges, Donations and Other	9,459,024	9,459,024	10,334,470	9.3%
Component Unit (Schools) Fund Balance	<u>2,765,748</u>	<u>2,765,748</u>	<u>2,934,475</u>	6.1%
Total Special Revenues and Other Sources	\$84,119,725	\$84,599,151	\$91,013,271	7.6%
Internal Services Fund/2	\$3,869,286	\$3,869,286	\$4,045,973	4.6%
Total Non-General Fund Sources	<u>\$87,989,011</u>	<u>\$88,468,437</u>	<u>\$95,059,244</u>	7.4%
Total City and Schools				
All Funds Revenues and Other Sources	<u>\$520,839,887</u>	<u>\$526,831,458</u>	<u>\$562,889,195</u>	6.8%

/1 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program.

/2 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.

Statement of Total Expenditures for Operating Funds

	Amended FY 2005/1	Approved FY 2006	Percentage Change (FY 2005 to FY 2006)
General Fund			
City Total Operating Expenditures	\$260,982,755	\$282,246,124	8.1%
City Appropriation to the Schools	130,109,722	138,753,138	6.6%
Capital Projects			
Debt service	22,876,399	27,970,953	22.3%
Capital Projects	18,882,000	18,859,735	(0.1%)
Total General Fund Budget	<u>\$432,850,876</u>	<u>\$467,829,951</u>	8.1%
Special Revenue Fund /2	\$84,599,151	\$91,013,271	5.5%
Internal Services Fund /3	<u>\$ 3,869,286</u>	<u>\$ 4,045,973</u>	4.6%
Total Other Funds Budget	<u>\$88,468,437</u>	<u>\$95,059,244</u>	5.5%
Total City and Schools All Funds Operating Budget	<u>\$521,319,313</u>	<u>\$562,889,195</u>	8.0%

- /1 The FY 2005 budget has been amended to reflect the receipt of two additional grants in the Fire Department (\$424,717) and the Police Department (\$742,101) and the loss of two grants in the Department of Human Services totaling \$687,392.
- /2 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program. Also, included in this category are expenditures supported by the Schools' appropriation of \$2,361,906 in General Fund Balance and \$403,842 in School Lunch Fund Balance in FY 2005 and \$2,340,519 in General Fund Balance and \$593,956 in School Lunch Fund Balance in FY 2006.
- /3 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for the scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.

Statement of Total Sources and Uses for Operating and Capital Funds

	Estimated FY 2005	Approved FY 2006	% Change
Sources			
Total General Fund Revenues	\$434,302,021	\$463,499,951	6.7%
Total Special Revenue Fund Revenues	\$81,833,403	\$88,078,796	7.6%
Internal Services Fund Revenues	\$3,869,286	\$4,045,973	4.6%
Recycling Fund Revenues	\$0	\$0	
Alexandria Transit Company Fare Box Revenues	\$1,850,000	\$2,426,000	31.1%
City Appropriation to the General Fund from its Fund Balance	\$4,334,000	\$4,330,000	(0.1%)
Open Space Fund from its Fund Balance			
Schools Appropriation to the Schools Operating Fund and the School Lunch Fund from its fund balances	\$2,765,748	\$2,934,475	6.1%
General Obligation Bond Proceeds	44,826,655	38,660,738	(13.8%)
General Obligation Bond Interest Earnings		683,153	--
Fund Balance Designation	7,536,116	4,732,890	(37.2%)
Bond Interest Earnings	600,000	500,000	(16.7%)
ARHA Repayment	0	696,110	--
Sewer Fees and Other Sources	<u>3,805,636</u>	<u>3,679,000</u>	<u>(3.3%)</u>
Total Sources	<u>\$585,722,865</u>	<u>\$614,267,086</u>	<u>4.9%</u>
Uses			
Operating			
Legislative and Executive	4,283,738	5,268,381	23.0%
Courts and Constitutional Officers	32,254,754	34,740,295	7.7%
General Government	70,769,576	75,074,414	6.1%
Operating Agencies /1	227,033,515	248,177,242	9.3%
Education /2	171,595,730	183,195,128	6.8%
Cash Capital transfer to CIP	<u>18,882,000</u>	<u>18,859,735</u>	<u>(0.1%)</u>
Total Operating	\$524,819,313	\$565,315,195	7.7%
Capital Improvement Program	75,650,407	67,811,626	(10.4%)
Less Cash Capital transfer to CIP	<u>(18,882,000)</u>	<u>(18,859,735)</u>	<u>(0.1%)</u>
Net Capital Improvement Program	<u>\$56,768,407</u>	<u>\$48,951,891</u>	<u>(13.8%)</u>
Total All Funds Operating and Capital Uses	<u>\$581,587,720</u>	<u>\$614,267,086</u>	5.6%

/1 The Libraries are considered a component unit and are partially funded by a transfer from the City's General Fund operating budget. The transfer out to the Libraries was \$5,969,144 in FY 2005 and \$5,086,652 in FY 2006. The Alexandria Transit Company operating budget supported by fare box revenues is reflected here, in the amount of \$1,850,000 in FY 2005 and \$2,426,000 in FY 2006.

/2 The Alexandria City Public Schools are a component unit and are partially funded by a transfer from the City's General Fund operating budget. The transfer out from the General Fund to the School system is \$130,109,722 in FY 2005 and \$138,753,138 in FY 2006.

TOTAL OPERATING FINANCIAL RESOURCES

	Approved FY 2005	Approved FY 2006	% Change
Expenditures < All Funds >			
Personnel	\$333,356,103	\$356,803,053	7.0%
Non-Personnel and Capital Goods Outlay	\$147,854,811	\$159,255,454	7.7%
Cash Capital	\$18,882,000	\$18,859,735	(0.1%)
Debt Service	<u>\$22,876,399</u>	<u>\$27,970,953</u>	<u>22.3%</u>
Total Expenditures	<u>\$522,969,313</u>	<u>\$562,889,195</u>	<u>7.6%</u>
Special Revenues and Other Sources			
Special Revenue Fund	(\$83,483,403)	(\$88,078,796)	5.5%
Internal Services Fund	<u>(\$3,869,286)</u>	<u>(\$4,045,973)</u>	4.6%
Total Special Revenues and Other Sources	<u>(\$87,352,689)</u>	<u>(\$92,124,769)</u>	<u>5.5%</u>
City General Fund Balance	(\$4,334,000)	(\$4,330,000)	(0.1%)
Schools Operating and Lunch Fund Balance	<u>(\$2,765,748)</u>	<u>(\$2,934,475)</u>	6.1%
Total Use of Fund Balance	<u>(\$7,099,748)</u>	<u>(\$7,264,475)</u>	<u>2.3%</u>
Total General Fund Revenues	<u>\$428,516,876</u>	<u>\$463,499,951</u>	<u>8.2%</u>

Expenditure Summaries

Share of FY 2006 Approved Budget by Department

Department	Approved General Fund Expenditures	As a Percent of General Fund	Approved General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Schools	\$138,753,138	29.7%	\$183,182,138	32.5%
Police	45,136,508	9.7%	46,932,885	8.3%
Fire	32,004,431	6.8%	33,282,881	5.9%
Transportation and Environmental Services	25,030,508	5.4%	26,910,656	4.8%
Capital Projects (cash capital)	18,859,735	4.0%	18,859,735	3.4%
Sheriff	21,360,014	4.6%	22,263,325	4.0%
Human Services	21,311,463	4.6%	47,336,046	8.4%
Recreation, Parks and Cultural Activities	17,993,017	3.9%	18,722,772	3.3%
Mental Health, Mental Retardation, and Substance Abuse	15,250,380	3.3%	26,550,559	4.7%
Transit Subsidies	12,487,697	2.7%	12,487,697	2.2%
General Services	11,152,745	2.4%	11,315,745	2.0%
Finance	8,115,684	1.7%	8,155,744	1.5%
Information Technology Services	7,326,123	1.6%	8,091,123	1.4%
Health	6,350,693	1.4%	6,350,693	1.1%
Library	6,438,429	1.4%	6,830,234	1.2%
Other Public Safety and Justice Activities	4,158,231	0.9%	4,356,564	0.8%
Planning and Zoning	3,920,003	0.8%	3,920,003	0.7%
Personnel Services	2,854,163	0.6%	2,860,163	0.5%
Economic Development Activities	2,694,336	0.6%	2,694,336	0.5%
Commonwealth's Attorney	2,439,193	0.5%	2,696,797	0.5%
Historic Alexandria	2,456,643	0.5%	2,716,047	0.5%
City Attorney	2,338,305	0.5%	2,338,305	0.4%
City Manager	2,051,412	0.4%	2,051,412	0.4%
Housing	4,433,235	1.0%	7,443,700	1.3%
Clerk of Courts	1,540,725	0.3%	1,540,725	0.3%
Real Estate Assessments	1,268,167	0.3%	1,271,167	0.2%
Office on Women	1,268,761	0.3%	1,660,574	0.3%
18th Circuit Court	1,250,395	0.3%	1,250,395	0.2%
Court Service Unit	1,225,647	0.3%	1,372,204	0.2%
Human Services - Children's Fund	1,100,930	0.2%	1,100,930	0.2%
Management and Budget	1,015,329	0.2%	1,015,329	0.2%
Registrar of Voters	1,004,622	0.2%	1,004,622	0.2%
Other Health Activities	988,400	0.2%	988,400	0.2%
Human Services - Community Partnership Fund	924,444	0.2%	924,444	0.2%
Citizen Assistance	655,702	0.1%	661,102	0.1%
City Council	540,521	0.1%	540,521	0.1%
Human Rights	523,380	0.1%	548,380	0.1%
City Clerk and Clerk of Council	338,143	0.1%	338,143	0.1%
Youth Fund	301,807	0.1%	301,807	0.1%
Other Recreation Activities	257,152	0.1%	257,152	0.1%
Internal Audit	200,520	0.0%	200,520	0.0%
18th General District Court	83,792	0.0%	83,792	0.0%
Law Library	84,598	0.0%	138,598	0.0%
Juvenile and Domestic Relations Court	33,273	0.0%	33,273	0.0%
Other Educational Activities	12,990	0.0%	12,990	0.0%
Subtotal Agencies and Departments /1	\$429,535,384	91.8%	\$523,594,628	93.0%

/1 Percentage columns may not sum to the subtotals shown due to rounding.

Share of FY 2006 Approved Budget by Department

Department	Approved General Fund Expenditures	As a Percent of General Fund	Approved General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$9,947,114	2.1%	\$10,947,114	1.9%
General Debt Service	27,970,953	6.0%	27,970,953	5.0%
Contingent Reserves	376,500	0.1%	376,500	0.1%
Subtotal Other Expenditures/1	\$38,294,567	8.2%	\$39,294,567	7.0%
GRAND TOTAL	\$467,829,951	100.0%	\$562,889,195	100.0%
	=====	=====	=====	=====

/1 Percentage columns may not sum to the subtotals shown due to rounding.

Expenditure Summary

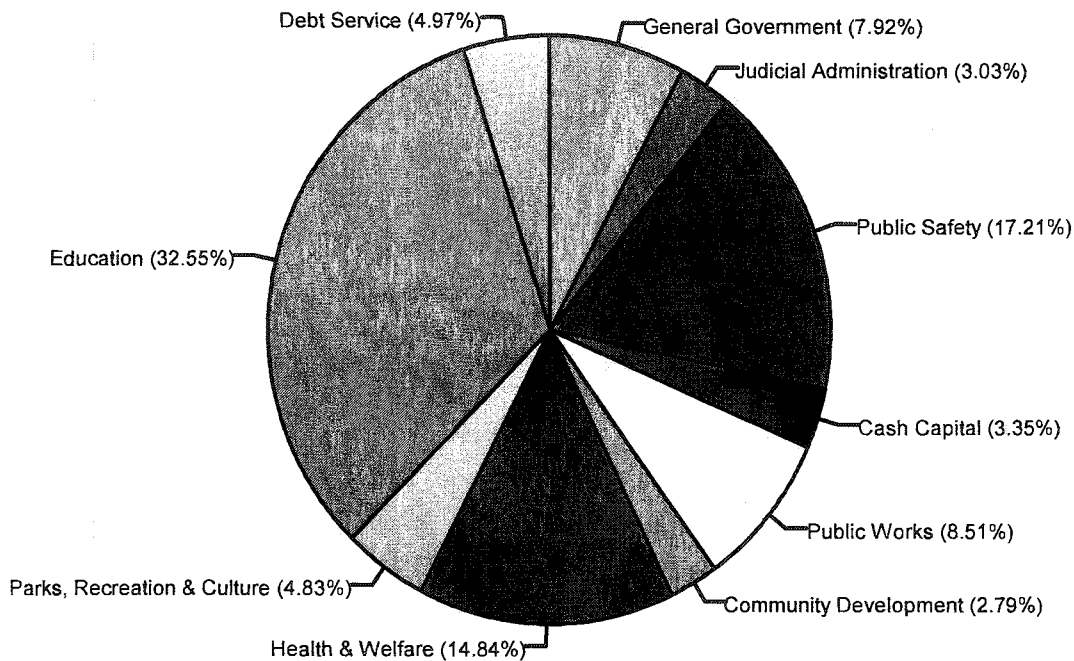
Classification	Department/Agency	General Fund					All Funds
		Actual FY 2002 (1)	Actual FY 2003 (2)	Actual FY 2004 (3)	Amended FY 2005 (4)	Approved FY 2006 (5)	Approved FY 2006 (6)
LEGISLATIVE & EXECUTIVE							
	City Council	414,865	418,242	515,018	536,569	540,521	540,521
	City Manager	1,551,792	1,416,900	1,771,240	1,939,072	2,051,412	2,051,412
	City Attorney	1,688,804	1,847,505	1,909,648	1,791,405	2,338,305	2,338,305
	City Clerk	322,341	335,263	362,174	301,692	338,143	338,143
TOTAL - LEGISLATIVE & EXECUTIVE		3,977,802	4,017,910	4,558,080	4,568,738	5,268,381	5,268,381
COURTS AND CONSTITUTIONAL OFFICERS							
	18th Circuit Court	1,002,435	1,048,439	1,105,817	1,218,075	1,250,395	1,250,395
	Court Service Unit	558,199	730,956	844,026	1,002,276	1,225,647	1,372,204
	Juvenile and Domestic Relations Court	44,064	23,268	19,368	33,609	33,273	33,273
	18th General District Court	77,155	80,073	75,600	84,638	83,792	83,792
	Clerk of the Courts	1,339,186	1,389,325	1,409,370	1,492,296	1,540,725	1,540,725
	Commonwealth's Attorney	1,898,014	1,953,827	2,142,466	2,228,367	2,439,193	2,696,797
	Law Library	61,592	64,865	75,714	80,150	84,598	138,598
	Registrar of Voters	750,724	840,507	924,993	954,197	1,004,622	1,004,622
	Other Public Safety/Judicial Activities	2,983,209	3,489,153	3,718,115	3,866,074	4,158,231	4,356,564
	Office of Sheriff	16,662,127	19,167,795	19,706,351	19,805,396	21,360,014	22,263,325
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS		25,376,705	28,788,208	30,021,820	30,765,078	33,180,490	34,740,295
GENERAL GOVERNMENT							
	Citizen Assistance	553,555	559,374	628,695	616,759	655,702	661,102
	Finance	6,933,150	7,470,888	7,773,101	7,774,285	8,115,684	8,155,744
	Internal Audit	156,719	172,562	166,698	190,032	200,520	200,520
	General Services	9,089,092	9,348,765	9,948,435	10,369,369	11,152,745	11,315,745
	Office on Women	857,900	1,011,724	1,070,678	1,157,741	1,268,761	1,660,574
	Human Rights Office	277,405	416,376	426,294	456,999	523,380	548,380
	Management and Budget	644,124	705,182	784,863	976,816	1,015,329	1,015,329
	Information Technology Services	6,165,801	5,966,616	6,561,858	6,550,009	7,326,123	8,091,123
	Personnel Services	1,996,654	2,205,227	2,427,007	2,627,390	2,854,163	2,860,163
	Real Estate Assessments	905,087	905,865	966,172	1,071,914	1,268,167	1,271,167
TOTAL - GENERAL GOVERNMENT		27,579,487	28,762,579	30,753,801	31,791,314	34,380,574	35,779,847
NON-DEPARTMENTAL							
	General Debt Service	16,015,995	17,483,024	18,938,838	22,876,399	27,970,953	27,970,953
	Insurance, City Memberships, Etc./1	7,154,193	7,060,406	9,035,560	8,925,827	9,947,114	10,947,114
	Contingent Reserves	0	5,000	0	3,648,435	376,500	376,500
	Cash Capital	19,920,000	26,100,000	21,155,000	18,882,000	18,859,735	18,859,735
TOTAL NON-DEPARTMENTAL		43,090,188	50,648,430	49,129,398	54,332,661	57,154,302	58,154,302

Expenditure Summary

		General Fund					All Funds
Classification	Department/Agency	Actual FY 2002 (1)	Actual FY 2003 (2)	Actual FY 2004 (3)	Amended FY 2005 (4)	Approved FY 2006 (5)	Approved FY 2006 (6)
OPERATING AGENCIES							
	Fire	25,395,735	27,542,397	29,324,608	30,147,115	32,004,431	33,282,881
	Police	35,637,353	37,928,639	39,889,014	42,317,562	45,136,508	46,932,885
	Health /1	6,484,143	6,858,069	6,975,765	7,229,489	6,350,693	6,350,693
	Other Health /1					988,400	988,400
	Human Services	16,403,677	16,408,533	17,207,168	19,406,467	21,311,463	47,336,046
	Human Services Contributions						
	Children's Fund	967,706	1,081,010	996,786	1,053,814	1,100,930	1,100,930
	Youth Fund	100,000	100,000	275,345	292,226	301,807	301,807
	Community Partnership Fund	875,500	870,500	821,690	862,775	924,444	924,444
	Housing	802,879	971,251	1,040,514	1,455,085	4,433,235	7,443,700
	Planning and Zoning	3,072,870	3,418,088	3,412,864	3,550,167	3,920,003	3,920,003
	Economic Development Activities /1	2,031,593	2,159,761	2,258,763	2,560,369	2,694,336	2,694,336
	Historic Alexandria	2,066,169	2,178,964	2,308,208	2,283,020	2,456,643	2,716,047
	Mental Health, Mental Retardation and Substance Abuse	9,546,087	11,238,049	11,991,596	13,637,395	15,250,380	26,550,559
	Recreation, Parks and Cultural Activities	14,097,640	14,761,386	15,582,822	16,841,750	17,993,017	18,722,772
	Other Recreation Activities	196,877	222,433	232,220	236,898	257,152	257,152
	Library	4,798,030	5,140,618	5,512,295	5,969,144	6,438,429	6,830,234
	Transit Subsidies	6,898,495	8,522,677	9,120,922	10,408,321	12,487,697	12,487,697
	Transportation and Environmental Services	20,645,673	22,148,802	22,714,241	23,018,467	25,030,508	26,910,656
TOTAL - OPERATING AGENCIES		150,020,427	161,551,177	169,664,821	181,270,064	199,080,076	245,751,242
EDUCATION							
	Schools	107,269,189	115,329,680	121,191,334	130,109,722	138,753,138	183,182,138
	Other Educational Activities	12,923	13,246	13,058	13,299	12,990	12,990
TOTAL - EDUCATION		107,282,112	115,342,926	121,204,392	130,123,021	138,766,128	183,195,128
GRAND TOTAL		357,326,721	389,111,230	405,332,312	432,850,876	467,829,951	562,889,195

/1 Beginning in FY 2006, a new Department, Other Health Activities, was created. Prior to FY 2006, portions of this program were funded out of Health and Non-Departmental

FY 2006 Approved Budget By Program (All Funds)



The pie chart above presents the FY 2006 approved budget for all City funds, categorized by program area. This type of programmatic information facilitates examination of the budget from a different perspective than the organizational scheme used in Sections V-IX of the document. This programmatic view of the proposed budget is included in the budget document at the request of the City Council's Budget and Fiscal Affairs Advisory Committee (BFAAC) as part of its on-going effort to examine and recommend improvements in the City's budget process.

The categorization scheme used in these program budget presentations is specified by the Auditor of Public Accounts (APA) of the Commonwealth of Virginia, and is used by the APA in the preparation of an annual State-wide comparative report of local government finances.

FY 2006 APPROVED BUDGET BY PROGRAM

Approved
City of Alexandria, Virginia FY 2006 Budget 4-13

Summary Tables
MER/CAM

Department	General Government	Judicial Administration	Public Safety	Cash Capital	Public Works	Community Development	Health & Welfare	Parks, Recreation & Culture	Education	Debt Service	Total
City Council	540,521	0	0	0	0	0	0	0	0	0	540,521
City Manager	2,051,412	0	0	0	0	0	0	0	0	0	2,051,412
Citizen Assistance	661,102	0	0	0	0	0	0	0	0	0	661,102
Office of Management & Budget	1,015,329	0	0	0	0	0	0	0	0	0	1,015,329
Office On Women	1,660,574	0	0	0	0	0	0	0	0	0	1,660,574
Human Rights	548,380	0	0	0	0	0	0	0	0	0	548,380
18th Circuit Court	0	1,250,395	0	0	0	0	0	0	0	0	1,250,395
18th General District Court	0	83,792	0	0	0	0	0	0	0	0	83,792
Juvenile & Domestic Relations Court	0	33,273	0	0	0	0	0	0	0	0	33,273
Commonwealth's Attorney	0	2,696,797	0	0	0	0	0	0	0	0	2,696,797
Sheriff	0	5,587,310	16,676,015	0	0	0	0	0	0	0	22,263,325
Clerk of the Circuit Court	0	1,540,725	0	0	0	0	0	0	0	0	1,540,725
Law Library	0	138,598	0	0	0	0	0	0	0	0	138,598
Other Public Safety & Justice Activities	0	4,356,564	0	0	0	0	0	0	0	0	4,356,564
Court Service Unit	0	1,372,204	0	0	0	0	0	0	0	0	1,372,204
Information Technology Svcs	8,091,123	0	0	0	0	0	0	0	0	0	8,091,123
City Clerk & Clerk of Council	338,143	0	0	0	0	0	0	0	0	0	338,143
Finance	8,155,744	0	0	0	0	0	0	0	0	0	8,155,744
Internal Audit	200,520	0	0	0	0	0	0	0	0	0	200,520
Real Estate Assessment	1,271,167	0	0	0	0	0	0	0	0	0	1,271,167
Personnel	2,860,163	0	0	0	0	0	0	0	0	0	2,860,163
Planning & Zoning	0	0	0	0	0	3,920,003	0	0	0	0	3,920,003
City Attorney	2,338,305	0	0	0	0	0	0	0	0	0	2,338,305
Registrar of Voters	1,004,622	0	0	0	0	0	0	0	0	0	1,004,622
General Services	3,472,529	0	0	0	7,843,216	0	0	0	0	0	11,315,745
Transportation & Environmental Services	0	0	0	0	26,181,922	728,734	0	0	0	0	26,910,656
Transit Subsidies	0	0	0	0	12,487,697	0	0	0	0	0	12,487,697
Fire	0	0	33,282,881	0	0	0	0	0	0	0	33,282,881
Police	0	0	46,932,885	0	0	0	0	0	0	0	46,932,885
Housing	0	0	0	0	0	7,443,700	0	0	0	0	7,443,700
MH/MR/SA	0	0	0	0	0	0	26,550,559	0	0	0	26,550,559
Health	0	0	0	0	0	0	6,350,693	0	0	0	6,350,693
Other Health Services	0	0	0	0	0	0	988,400	0	0	0	988,400
Human Services	0	0	0	0	0	0	49,663,227	0	0	0	49,663,227
Historic Alexandria	0	0	0	0	0	0	0	2,716,047	0	0	2,716,047
Recreation, Parks, & Cultural Activities	0	0	0	0	1,375,198	0	0	17,347,574	0	0	18,722,772
Other Recreational Activities	0	0	0	0	0	0	0	257,152	0	0	257,152
Library	0	0	0	0	0	0	0	6,830,234	0	0	6,830,234
Schools	0	0	0	0	0	0	0	0	183,182,138	0	183,182,138
Other Educational Activities	0	0	0	0	0	0	0	0	12,990	0	12,990
Non Departmental	10,348,311	0	0	18,859,735	0	925,303	0	50,000	0	27,970,953	58,154,302
Economic Development Activitie	0	0	0	0	0	2,694,336	0	0	0	0	2,694,336
Total	44,557,945	17,059,658	96,891,781	18,859,735	47,888,033	15,712,076	83,552,879	27,201,007	183,195,128	27,970,953	562,889,195

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT

This budget format was proposed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) and approved by City Council on May 25, 1993. This format summarizes the total City budget using more specific object of expenditure groupings (expense categories) than those presented in the budget resources tables shown within each departmental description. OMB staff worked with BFAAC to develop the presentation of this format and BFAAC members requested that the total budget chart be presented on a single page. In FY 2003, OMB adjusted the expense categories to reflect how they are defined in the City's budget and accounting system. In the areas of most significant expense, Salaries and Fringe Benefits, the categorical definitions are unchanged. Cash Capital, Debt Service, and Contingent Reserves are also unchanged. Categories of non-personnel operating expenses have been re-organized to reflect how budgeted expenditures are allocated by OMB and actual expenses are posted, tracked, as generally reported by Accounting. The following is a set of definitions of the categories presented in the BFAAC tables.

Salaries - Full-time, part-time, and seasonal employee salaries and overtime.

Fringe Benefits - Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits.

Contractual Services - Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.

Internal Services - City vehicle maintenance and in-house print services.

Commodities - Office, janitorial, and other operating supplies.

Office Furniture & Equipment - Purchases and lease charges.

Vehicular Equipment - Purchases and lease charges.

Operational Equipment - Purchase and lease costs associated with other operating equipment.

Utilities - Electric, gas, water, and fuel oil charges at City owned facilities.

Travel and Education - Conference registrations and regional and long distance travel.

Leases & Rentals - Leased office space and vehicle and equipment rentals.

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT

Subsidies & Contributions - City contributions to non-profit public service providers, community partnerships, and public administration professional associations.

Other Charges - Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, computer hardware and software, and other non-personnel expenditures.

Contingent Reserves - Funding set aside for unforeseen contingencies.

Cash Capital - The General Fund transfer to support the CIP.

Debt Service - Principal and interest payments on City debt obligations.

Enterprise Fund - DASH bus operating subsidy.

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
FY 2005 APPROVED BUDGET (ALL FUNDS)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,118,825	17,669,852	17,730,842	103,340,095	112,096,521	253,956,135
Fringe Benefits	768,611	6,253,174	5,468,068	34,763,171	32,645,135	79,898,159
Contractual Services	56,818	2,214,070	7,685,308	24,013,118	6,492,242	40,461,556
Internal Services	89,151	256,382	482,766	4,330,019	0	5,158,318
Commodities	35,734	873,433	1,790,271	5,439,262	9,215,075	17,353,775
Office Furniture & Equipment	1,500	4,245	60,460	0	4,027,591	4,093,796
Vehicular Equipment	0	49,653	322,410	2,371,383	0	2,743,446
Fixed Equipment	0	0	8,000	0	0	8,000
Operational Equipment	0	25,950	17,213	74,650	190,000	307,813
Utilities	0	27,365	1,065,616	3,054,870	0	4,147,851
Travel and Education	49,435	109,746	332,869	518,217	0	1,010,267
Leases & Rentals	51,395	512,182	837,465	3,631,503	0	5,032,545
Subsidies & Contributions	0	3,400,097	430,223	28,093,914	13,299	31,937,533
Other Charges	112,269	858,605	6,555,864	8,877,797	6,915,867	23,320,402
Contingent Reserves	0	0	3,648,435	302,737	0	3,951,172
Cash Capital	0	0	18,882,000	0	0	18,882,000
Debt Service	0	0	22,876,399	0	0	22,876,399
Enterprise Fund	0	0	0	5,700,720	0	5,700,720
Total	4,283,738	32,254,754	88,194,209	224,511,456	171,595,730	520,839,887

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
FY 2005 APPROVED BUDGET (ALL FUNDS)
OPERATING AGENCIES

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks, & Cultural Activities	Library	Transportation & Environmental Services	Total
Salaries	19,650,863	26,394,543	875,073	13,098,568	15,361,885	1,199,538	2,434,071	1,580,531	9,939,717	3,761,674	9,043,632	103,340,095
Fringe Benefits	7,240,117	10,256,470	340,541	4,004,579	4,608,551	355,654	718,413	387,411	2,712,920	927,141	3,211,374	34,763,171
Contractual Services	1,180,122	1,044,056	4,491,574	2,133,710	1,680,012	406,793	291,842	238,770	1,686,391	315,776	10,544,072	24,013,118
Internal Services	782,386	1,427,230	32,386	193,427	238,578	24,444	41,600	25,608	304,497	6,760	1,253,103	4,330,019
Commodities	991,380	672,984	105,317	304,257	953,908	6,392	20,000	110,347	1,260,495	61,610	952,572	5,439,262
Vehicular Equipment	723,322	435,061	0	100,000	21,000	0	0	0	123,000	0	969,000	2,371,383
Operational Equipment	64,650	0	0	0	0	0	0	0	0	0	10,000	74,650
Utilities	169,519	8,418	89,183	107,700	318,944	3,624	0	84,789	490,130	272,593	1,509,970	3,054,870
Travel and Education	98,931	108,600	15,712	66,510	109,666	5,432	13,997	5,845	49,724	200	43,600	518,217
Leases & Rentals	18,979	1,740,541	2,620	617,247	952,548	50,275	12,372	13,440	63,831	34,000	125,650	3,631,503
Subsidies & Contributions	0	0	713,400	22,510,699	276,539	1,752,605	2,354,336	3,000	483,335	0	0	28,093,914
Other Charges	457,645	1,391,180	274,346	3,715,215	180,704	33,861	17,872	50,839	397,383	986,894	1,371,858	8,877,797
Contingent Reserves	0	0	302,737	0	0	0	0	0	0	0	0	302,737
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	5,700,720	5,700,720
Total	31,377,914	43,479,083	7,242,889	46,851,912	24,702,335	3,838,618	5,904,503	2,500,580	17,511,423	6,366,648	34,735,551	224,511,456

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
FY 2006 APPROVED BUDGET (ALL FUNDS)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Economic Development Activities	Total
Salaries	3,283,635	19,052,134	18,331,107	109,483,463	118,952,858	0	269,103,197
Fringe Benefits	884,359	6,805,565	7,698,253	37,384,876	34,926,803	0	87,699,856
Contractual Services	750,917	2,516,667	8,252,516	28,094,928	7,155,723	0	46,770,751
Internal Services	84,944	214,175	369,811	4,641,164	0	0	5,310,094
Commodities	36,020	969,135	1,837,742	5,776,266	9,976,177	0	18,595,340
Office Furniture & Equipment	120	0	50,060	3,750	4,367,532	0	4,421,462
Vehicular Equipment	0	137,000	163,000	2,747,773	0	0	3,047,773
EDP Equipment	0	0	768,000	650,276	0	0	1,418,276
Operational Equipment	0	0	0	50,000	90,500	0	140,500
Utilities	0	0	1,198,411	3,110,852	0	0	4,309,263
Travel and Education	48,835	91,447	342,580	577,705	0	0	1,060,567
Leases & Rentals	58,064	554,395	1,070,757	3,948,177	0	0	5,631,393
Subsidies & Contributions	0	3,528,561	426,643	27,352,072	12,990	2,694,336	34,014,602
EDP Software Development	0	0	0	11,024	0	0	11,024
Other Charges	121,487	871,216	6,218,081	12,760,771	7,712,545	0	27,684,100
Contingent Reserves	0	0	376,500	121,809	0	0	498,309
Cash Capital	0	0	18,859,735	0	0	0	18,859,735
Debt Service	0	0	27,970,953	0	0	0	27,970,953
Enterprise Fund	0	0	0	6,342,000	0	0	6,342,000
Total	5,268,381	34,740,295	93,934,149	243,056,906	183,195,128	2,694,336	562,889,195

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
FY 2006 APPROVED BUDGET (ALL FUNDS)
OPERATING AGENCIES**

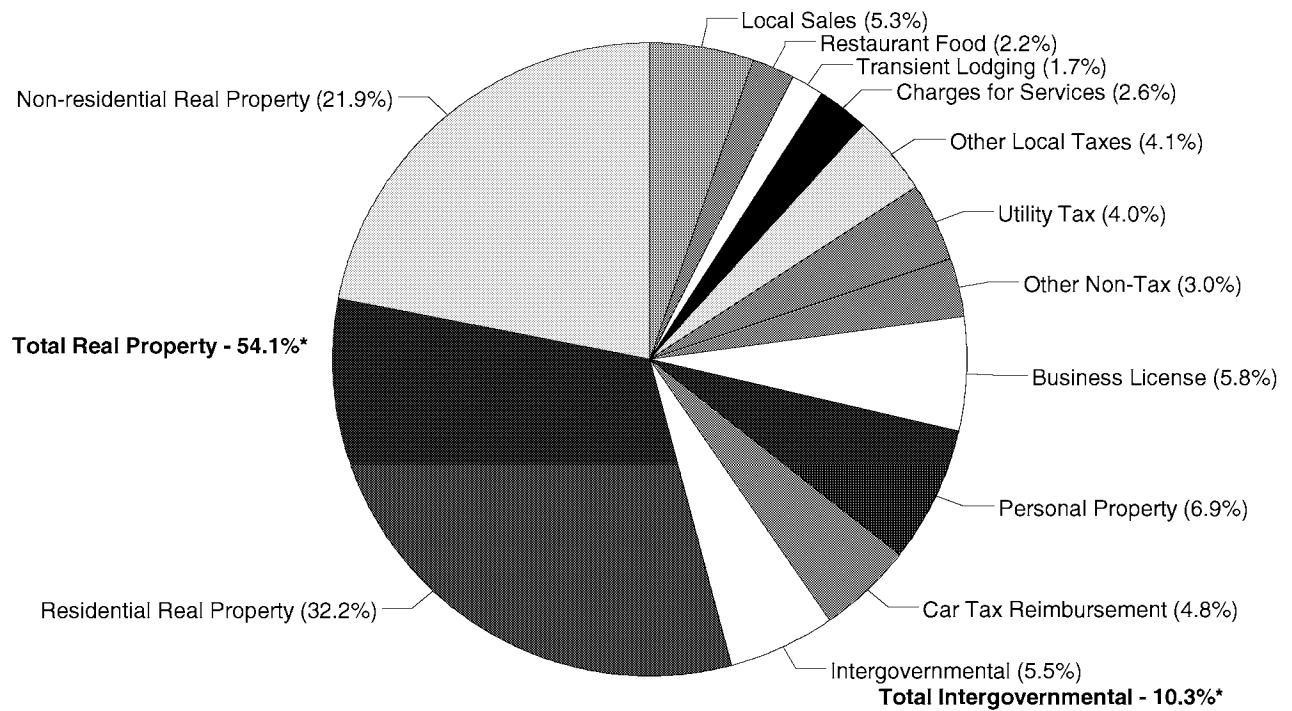
Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks, & Cultural Activities	Library	Transportation & Environmental Services	Total
Salaries	21,197,547	28,305,268	852,413	13,272,033	16,195,203	1,267,093	2,571,662	1,697,366	10,228,567	4,044,258	9,852,053	109,483,463
Fringe Benefits	7,631,765	10,508,029	494,806	4,266,579	5,232,866	400,992	835,103	439,193	3,093,937	1,085,479	3,396,127	37,384,876
Contractual Services	1,207,303	1,004,512	4,602,494	2,240,448	2,030,173	420,958	401,556	207,535	1,902,259	371,808	13,705,882	28,094,928
Internal Services	1,012,189	1,452,703	24,579	198,868	188,856	22,875	44,941	31,069	369,474	6,779	1,288,831	4,641,164
Commodities	1,052,756	823,964	106,317	282,504	1,013,673	4,628	20,000	125,812	1,311,865	64,002	970,745	5,776,266
Office Furniture & Equipment	0	0	0	0	0	0	0	0	3,750	0	0	3,750
Vehicular Equipment	318,652	1,083,862	0	53,000	115,000	0	0	0	426,259	0	751,000	2,747,773
EDP Equipment	1,000	604,000	1,500	0	1,830	0	0	0	41,946	0	0	650,276
Operational Equipment	40,000	0	0	0	0	0	0	0	0	0	10,000	50,000
Utilities	169,519	7,007	89,183	110,483	313,076	0	0	138,720	520,842	264,477	1,497,545	3,110,852
Travel and Education	93,815	108,540	16,212	115,403	114,929	7,270	16,497	5,715	52,224	300	46,800	577,705
Leases & Rentals	71,136	1,898,828	2,620	724,459	856,338	200,791	12,372	13,440	56,331	0	111,862	3,948,177
Subsidies & Contributions	0	0	988,400	24,077,809	301,013	1,439,261	0	6,000	503,589	0	36,000	27,352,072
EDP Software Development	0	0	0	0	0	0	0	0	11,024	0	0	11,024
Other Charges	487,199	1,136,172	38,760	4,321,641	187,602	3,679,832	17,872	51,197	457,857	993,131	1,389,508	12,760,771
Contingent Reserves	0	0	121,809	0	0	0	0	0	0	0	0	121,809
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	6,342,000	6,342,000
Total	33,282,881	46,932,885	7,339,093	49,663,227	26,550,559	7,443,700	3,920,003	2,716,047	18,979,924	6,830,234	39,398,353	243,056,906

Revenue Summary

General Fund Revenue Distribution

Approved FY 2006

The pie chart below shows the distribution of estimated General Fund revenues for FY 2006, excluding the appropriation from fund balance.



*Combined categories may not total due to rounding

Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2004 <u>Actual</u>	FY 2005 <u>Budget</u>	FY 2005 <u>Revised</u>	FY 2006 <u>Proposed</u>	FY 2006 <u>Approved</u>
General Fund					
General property tax revenue					
Real property tax	210,922,789	228,514,157	231,464,802	261,897,530	251,056,796
Personal property tax	30,944,060	32,491,000	31,300,000	31,470,000	32,000,000
Penalties and interest	<u>1,657,923</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
Total general property tax revenue	243,524,772	262,505,157	264,264,802	294,867,530	284,556,796
Other local tax revenue					
Local sales tax	22,541,886	23,100,000	23,600,000	23,800,000	24,400,000
Utility tax	17,899,001	17,700,000	18,100,000	18,700,000	18,600,000
Business licenses	25,601,366	26,600,000	26,100,000	28,800,000	26,900,000
Motor vehicle licenses	2,427,656	2,350,000	2,350,000	2,400,000	2,400,000
Recordation	4,046,516	2,600,000	6,900,000	3,000,000	5,210,185
Tobacco	2,430,092	2,600,000	2,300,000	2,400,000	3,100,000
Transient lodging	6,323,906	6,100,000	7,400,000	7,500,000	7,700,000
Restaurant food	9,051,520	9,625,000	9,500,000	10,100,000	10,100,000
Admissions	0	0	0	0	1,300,000
Cell Phone	0	0	0	0	1,700,000
Other miscellaneous	<u>3,639,013</u>	<u>3,667,500</u>	<u>3,849,000</u>	<u>3,585,000</u>	<u>3,849,000</u>
Total other local tax revenues	93,960,956	94,342,500	100,099,000	100,285,000	105,259,185
Non-tax revenue					
Licenses, permits, and fees	3,246,126	3,261,000	3,399,000	3,422,000	3,422,000
Fines and forfeitures	4,164,370	3,952,000	4,007,000	3,977,000	3,877,000
Use of money and property	4,048,135	4,615,500	5,436,500	5,799,500	6,099,500
Charges for services	9,587,174	10,507,700	10,302,700	10,933,717	12,158,717
Intergovernmental revenues	49,460,664	48,903,400	46,333,400	46,635,400	47,666,400
Miscellaneous	<u>348,866</u>	<u>429,619</u>	<u>459,619</u>	<u>459,619</u>	<u>460,353</u>
Total non-tax revenue	<u>70,855,335</u>	<u>71,669,219</u>	<u>69,938,219</u>	<u>71,227,236</u>	<u>73,683,970</u>
Total General Fund revenues	408,341,063	428,516,876	434,302,021	466,379,766	463,499,951
Other financing sources (uses)					
Appropriations from fund balances					
City Fund Balance	0	4,334,000	4,334,000	4,330,000	4,330,000
Open Space Fund	0	0	0	0	0
Recycling Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total General Fund revenues and other sources	<u>408,341,063</u>	<u>432,850,876</u>	<u>438,636,021</u>	<u>470,709,766</u>	<u>467,829,951</u>

General Fund Revenue Summary

Total FY 2006 General Fund revenues are projected at \$463,499,951, which represents an increase of \$29,197,930, or 6.7 percent, as compared to current FY 2005 revenue projections, and 8.2 percent as compared to the FY 2005 adopted budget. The FY 2006 General Fund revenues assume continued growth in the real property tax base and a stable local economy, increasing generally at the projected rate of inflation, except as noted in the detailed discussion below.

Real Property Tax Revenues FY 2006 real property tax revenues are estimated at \$251.1 million, an increase of \$19.6 million, or 8.5 percent, as compared to the current FY 2005 projection. This reflects a 8-cent proposed reduction in the real property tax rate from \$0.995 to \$0.915. Real property tax revenues, which are currently projected to account for 53.3 percent of FY 2005 General Fund revenues, are expected to account for 54.2 percent of General Fund revenues (excluding Fund Balance) in FY 2006. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. In FY 2004, City Council established an Open Space Account in the CIP, in which the revenue from one cent of the real estate tax rate is allocated to the Capital Improvement Program for open space acquisition. In FY 2006 City Council dedicated another cent of the real estate tax, but this additional one cent was dedicated for affordable housing. One cent of the tax rate applied to the current tax base in FY 2006 equals \$2,760,185 for the Open Space Account as well as \$2,760,185 for the affordable housing account.

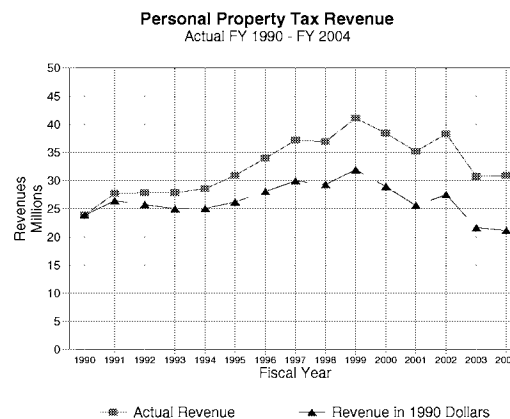
As detailed in the Calendar Year 2005 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2005 (calendar year) locally assessed tax base is approximately \$26.59 billion, an increase of \$4.8 billion, or 21.9 percent, as compared to the 2004 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$27.4 billion, an increase of \$4.78 billion, or 21.2 percent, as compared to the 2004 assessment. Of the total \$4.78 billion increase, approximately 14.6 percent (\$695.6 million) is the result of new growth, including \$206.0 million in new residential construction, and \$489.5 million in new commercial construction. The reassessments of existing properties increased \$4.1 billion. Nearly 70 percent of this increase, or \$2.82 billion, was the result of appreciation of existing residential properties.

Real Property tax revenues for the first half of FY 2006 (the second half of calendar year 2005) are based on the 2005 real property assessment, an eight cent proposed decrease in the real property tax rate from \$0.995 to \$0.915, and a 49.00 percent collection rate for the second half of the 2005 tax levy. Real property tax revenues for the second half of FY 2006 (the first half of calendar year 2006) are based on a projected 6.0 percent increase in real property assessments next year, which assumes: (1) both continued new growth in the tax base and appreciation of existing residential and commercial properties, (2) a \$0.915 real property tax rate, and (3) a 49.00 percent second half collection rate. (See the Statement of Estimated Real Property Tax Revenues following this summary for this calculation.) The real property tax revenue estimate has been reduced by approximately \$2.5 million to reflect the costs of the senior citizen and disabled persons tax relief program. Also, \$0.8 million is included in the operating budget for a substantial expansion of the Affordable Homeownership Preservation Tax Grant Program where grants ranging from \$675 to \$275 will be provided to eligible homeowners.

General Fund Revenue Summary

Personal Property Tax Revenues

Personal property tax revenue consists of two sources: individual personal property, which is primarily vehicles, and business personal property, which includes motor vehicles, machinery, computers, and furniture. In FY 2006, at the current \$4.75 rate, the individual personal property tax base of vehicles is projected to increase by 2.6 percent compared to the current projection. The business personal property tax base is expected to increase 2.1 percent or below the rate of inflation. The billing for FY 2005 was lower than anticipated due to an overall decline in the value nationwide of used motor vehicles. The FY 2005 projected revenue has been adjusted downward by \$2.6 million (\$1.1 million in tax revenue and \$1.5 million in PPTRA reimbursement from the State).



The City assesses the personal property and collects a portion of these tax revenues directly. The remainder is reimbursed to the City by the State as part of the Personal Property Tax Relief Act (PPTRA) and is recognized as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2006 at \$32,000,000, compared to \$31,300,000 projected in FY 2005. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2006 proposed budget includes a total of \$54.4 million in revenue generated from the Personal Property tax base, as compared to \$53.5 million projected in FY 2005. Locally-collected personal property tax is composed of \$15,900,000 in individual personal property (vehicles), \$14,900,000 in business personal property, and \$1.2 million in delinquent personal property taxes and is based on current collections through January 2005.

Intergovernmental Revenues State and federal aid that is not legally restricted to a specific program use is accounted for in the City's General Fund. FY 2006 General Fund intergovernmental revenues are budgeted at \$47,666,400, which represents an increase of \$1.3 million, or 2.9 percent, as compared to the current FY 2005 projection. The increase is a result of a \$0.3 million anticipated increase in HB 599 (aid for local law enforcement, \$0.2 million in personal property tax reimbursement, and approximately \$0.6 million in additional compensation board funding for the Sheriff's Office. Compared to budgeted FY 2005 intergovernmental revenues, FY 2006 intergovernmental revenues have dropped \$1.2 million. This is primarily due to \$1.3 million PPTRA drop previously cited, as well as a \$1.2 million drop in federal prisoner reimbursement caused by a lower federal inmate census at the City Detention Center, offset by the increases described above.

General Fund Revenue Summary

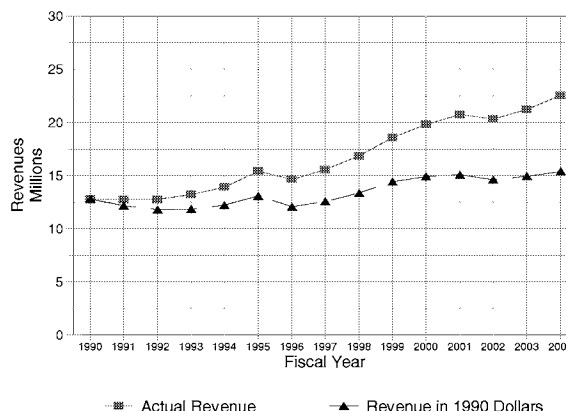
The table below provides information on budget detail estimates in the City's General Fund Intergovernmental Revenues. For additional information on State and federal aid that is restricted to specific programs or services, which is accounted for in the City's Special Revenue Fund, please refer to the Special Revenue Fund summary.

	FY 2004 Actual	FY 2005 Approved	FY 2005 Projected	FY 2006 Approved
STATE AID				
HB 599 (law enforcement aid)	\$5,963,408	\$6,247,000	\$6,147,000	\$6,479,000
Personal Property Tax Reimbursement	22,878,574	23,700,000	22,200,000	22,400,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,881,529	5,655,000	5,736,000	6,471,000
Compensation Board Reimbursements for Treasury and Revenue Administration	526,949	498,000	498,000	564,000
State Prisoner Per Diem Payments	792,750	775,000	972,000	972,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	316,899	217,000	153,000	153,000
State Aid for Road Maintenance	5,304,720	5,465,000	5,481,000	5,481,000
Other State Aid	965,348	746,400	746,400	746,400
TOTAL STATE AID	\$42,630,177	\$43,303,400	\$41,933,400	43,266,400
FEDERAL AID				
Federal Prisoner Per Diem	5,489,350	5,300,000	4,100,000	4,100,000
Other Federal Aid (Indirect costs recovered from federal grants)	1,341,137	300,000	300,000	300,000
TOTAL FEDERAL AID	\$6,830,487	\$5,600,000	\$4,400,000	\$4,400,000
TOTAL	\$49,460,664	\$48,903,400	\$46,333,400	\$47,666,400

General Fund Revenue Summary

Local Sales Tax Revenues The total sales tax in Alexandria is generally 5.0 percent (grocery store food is 2.5 percent), which includes the locally levied sales tax of 1.0 percent and the State sales tax of 4.0 percent. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0 percent State sales tax remitted to the State, 1.0 percent is allocated to education Statewide, 0.5 percent is allocated to transportation projects Statewide, and the balance is distributed to other State-funded programs. FY 2006 local 1.0 percent sales tax revenues are budgeted at \$24.4 million, which is an increase of \$800,000, or 3.4 percent, as compared to the current FY 2005 projection. Local sales tax revenues as a proportion of total General Fund revenues, which are currently expected to account for 5.4 percent of projected FY 2005 General Fund revenues, are expected to account for 5.3 percent of total General Fund revenues in FY 2006.

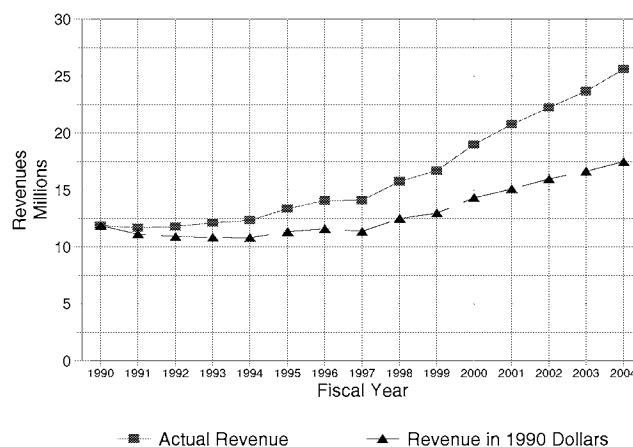
Local Sales Tax Revenue
Actual FY 1990 - FY 2004



Consumer Utility Tax Revenues The consumer utility tax is levied on all residential and commercial users of water, natural gas, electricity, and telephone service. The utility tax rates are detailed in the table titled "FY 2006 Proposed Tax Rates for Major Revenue Sources." FY 2006 consumer utility tax revenues are budgeted at \$18,600,000, which is an increase of \$500,000, or 2.8 percent, as compared to the FY 2005 projected revenues. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.2 percent of total FY 2005 General Fund revenues, are expected to account for 4.0 percent of total General Fund revenues in FY 2006.

Business Licenses The Business License tax (BPOL) is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the Business License tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (building contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City Council approved the following changes to the City's business license tax ordinance: an increase from \$50,000 to \$100,000 in the

Business License Tax Revenue
Actual FY 1990 - FY 2004



General Fund Revenue Summary

minimum gross receipts collected by a licensable business before a tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap. The FY 2006 revenue projections reflect a \$200,000 reduction in estimated revenues due to the Small Business Tax Simplification Initiative. Under this initiative most new start-up businesses with gross receipts of less than \$2.0 million per year in the first year of operation will pay only the minimum \$50 in the first year of operation and then pay a reduced gross receipts amount for the second year that their business is operating in the City.

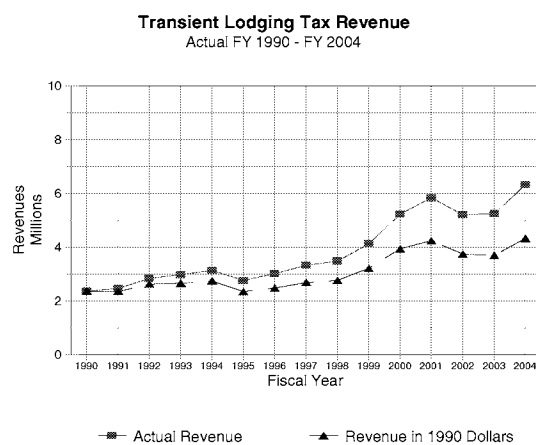
In FY 2003, reductions in the late filing penalties were approved. FY 2006 business license tax revenues are budgeted at \$26.9 million, an increase of \$0.8 million, or 3.1 percent, as compared to the current FY 2005 revenue projection. Projected revenues in both FY 2005 and FY 2006 reflect actual collections through March 2005 and assume a projected rate of growth based on historical average increases.

Motor Vehicle License Revenues The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that license tax has been paid. FY 2006 motor vehicle license revenues are budgeted at \$2.4 million, which is a slight increase over the FY 2005.

Recordation Tax Revenue The local recordation tax is assessed at the rate of \$0.083 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The total revenue generated from the recordation tax is expected to be \$6.9 million in FY 2005 and \$5.2 million in FY 2006, reflecting sustained home sales at higher sales prices and decreased refinancings. The recordation tax rate was increased from \$0.050 to \$0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate. A one-time portion of the additional revenue generated from this increase in the tax rate (\$0.9 million in FY 2006) has been set aside in the Special Revenue Fund for affordable housing purposes. The remainder is reflected as General Fund revenue.

Tobacco Tax Revenues The local tobacco tax is levied at a rate of \$0.70 per pack of 20 cigarettes sold in the City. The rate was increased from \$0.50 to \$0.70 through the add/delete process. FY 2005 revenues are budgeted at \$2.3 million. The \$0.20 increase in the rate is anticipated to produce \$0.8 million in additional revenue for a total of \$3.1 million in FY 2006.

Transient Lodging Tax Revenues In FY 2000, the local tax levied on the amount paid for hotel and motel rooms was decreased from 5.65 to 5.5 percent. The rate reduction in FY 2000 was combined with the implementation of a \$1 per night lodging fee that is levied on the charge for

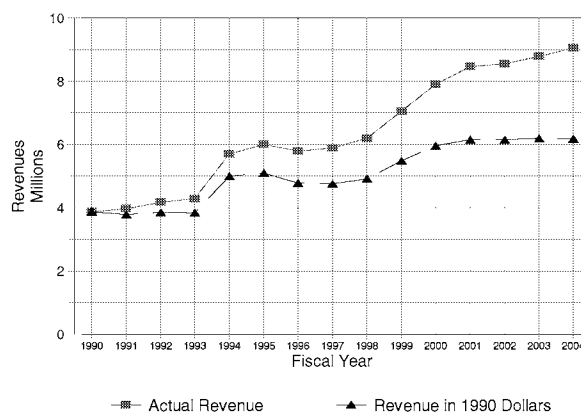


General Fund Revenue Summary

the room in addition to the 5.5 percent transient lodging tax rate. FY 2006 transient lodging tax revenues are budgeted at \$7.7 million, which is an increase of \$300,000, or 4.1 percent, as compared to the current FY 2005 projection of \$7.4 million and is 21.8 percent above FY 2004 levels. The FY 2005 projection of \$7.4 million is based on collections through March 2005. Both projections reflect continued improving rates of occupancy, as well as average daily rates.

Restaurant Meals Tax Revenues The local restaurant meals tax rate is 3 percent. FY 2006 revenues are projected \$10.1 million, an increase of \$0.6 million compared to the FY 2005 projected amount. Revenues projected for both FY 2005 and FY 2006 are based on actual revenues through the first seven months of FY 2005 and a growth rate of 6 percent based on the expectation that local restaurants have completed their recovery from the lower levels of the past several years and will continue to see improvement.

Restaurant Food Tax Revenue
Actual FY 1990 - FY 2004



Admissions Tax Revenue City Council established a new admissions tax in FY 2006 of 10 percent of gross admissions, not to exceed \$0.50 per admission. The tax applies only to those categories mandated by the State Code, including movies, live entertainment, boat tours, walking tours, certain types of political and non-profit fundraisers and non-school sporting events. Exemptions from the tax include public and private schools events, college-sponsored events, student-sponsored events at schools and colleges, fundraising events in which the proceeds go toward charitable purposes and the sponsoring organization is exempt from state sales tax and fundraising events in which the admission proceeds go entirely to charitable purposes. Also exempt from the tax are museum admissions and events not open to the public. The admissions tax is projected to produce \$1.3 million in revenue in FY 2006.

Cell Phone Tax Revenue City Council established a new Cell Phone Tax starting in September of 2006 of 10 percent of the first \$30 (of cell phone service) but no more than \$3 per month per cell phone number. The new tax provides more equitable treatment with the existing landline telephone tax, and is estimated to produce \$2.0 million in revenue in FY 2006.

Other Miscellaneous Local Tax Revenues Other miscellaneous local tax revenues are budgeted at \$3,849,000, which is equal to the 2005 revenue projections for this category. Other miscellaneous tax revenues include \$650,000 for E-911 tax revenues, which is based on the rate of 50 cents per land line per month, and \$700,000 for net City revenues associated with the State's telecommunications tax of 61 cents per land line per month. (Other taxes included in this category are bank and other franchise taxes, which are estimated at \$1.4 million, and the daily rental tax, which is estimated at \$35,000 in FY 2006).

General Fund Revenue Summary

Licenses, Permits and Fees FY 2006 revenues from licenses, permits and fees are budgeted at \$3.4 million, a minor increase (\$23,000 or 0.7 percent) compared to the FY 2005 projection. The FY 2006 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received through January 2005.

Fines and Forfeitures FY 2006 revenues from fines and forfeitures are budgeted at \$3.9 million, which is a decrease of \$130,000 compared to the FY 2005 projection. The decrease is attributable to the loss of all revenue generated by the Red Light Camera Program. (The expenses of the Red Light Camera Program of \$344,000 are also deducted from the Police Department budget). Parking fines account for \$2.9 million, or 75 percent of the revenue of the category. The FY 2006 court fines and forfeitures are budgeted at \$0.9 million.

Revenues from the Use of Money and Property FY 2006 revenues from the use of money and property are budgeted at \$6,099,500, which represents an increase of \$663,000, or 12.2 percent, as compared to the current FY 2005 projection. The FY 2006 projection reflects a \$700,000 increase in interest on General Fund investments. Interest on General Fund investments in FY 2006 are projected at \$3.2 million on an average cash balance of \$136 million at 2.4 percent.

Charges for Services The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. FY 2006 revenues from charges for services are budgeted at \$12.2 million, which is an increase of \$1.9 million or 18 percent, compared to the FY 2005 projection. Nearly \$400,000 of this increase is expected to come from an increase in the refuse user charge from \$205 to \$229 per household per year. This fee increase will keep the solid waste rate at 100 percent recovery. Marina fees are expected for to return to typical levels in FY 2006 and are budgeted at \$200,000. Parking meter receipts are also expected to increase by \$100,000 in FY 2006 as additional meters will be added for the second half of FY 2006 in the Carlyle/PTO area.

Per the multi-year plan to make sanitary sewer operating, capital and debt service costs self sufficient (approved by City Council last year), the sanitary sewer fee of \$0.60 per thousand gallons of usage is proposed to be increased to \$1.00 per thousand gallons of usage for FY 2006. The \$2.9 million in revenue generated from this rate is proposed as General Fund revenue through FY 2006. In FY 2006, all other sewer-related revenue estimated at approximately \$3.4 million, including the sewer connection fee, will finance sanitary sewer capital projects.

Other Miscellaneous Non-tax Revenues Other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are projected at \$0.5 million in both FY 2005 and FY 2006.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1994	1995	1996	1997	1998	1999
Residential Single Family	3,959,811	4,054,108	4,151,909	4,245,411	4,387,491	4,657,845
Residential Condominium	1,503,185	1,522,470	1,506,198	1,496,966	1,495,305	1,511,210
Commercial Multi-Family	1,337,722	1,331,188	1,326,307	1,336,457	1,376,604	1,500,100
Office/Retail Property	2,832,476	2,781,784	2,806,441	2,891,476	3,094,323	3,318,516
Other Commercial	585,345	558,318	562,198	589,465	630,872	553,705
Public Service Corporation ^{/1}	599,784	589,447	589,222	611,029	620,694	646,144
Total ^{/2}	<u>11,026,978</u>	<u>10,818,324</u>	<u>10,837,314</u>	<u>10,942,274</u>	<u>11,170,803</u>	<u>12,187,520</u>
Residential Single Family	36.6%	37.4%	37.9%	38.0%	37.8%	38.2%
Residential Condominium	13.9%	14.0%	13.8%	13.4%	12.9%	12.4%
Commercial Multi-Family	12.4%	12.3%	12.1%	12.0%	11.9%	12.3%
Office/Retail Property	26.2%	25.7%	25.6%	25.9%	26.7%	27.2%
Other Commercial	5.4%	5.2%	5.1%	5.3%	5.4%	4.5%
Public Service Corporation ^{/1}	5.5%	5.4%	5.4%	5.4%	5.3%	5.3%
Total ^{/3}	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Residential	50.50%	51.46%	51.71%	51.41%	50.69%	50.62%
Commercial	49.50%	48.54%	48.29%	48.59%	49.31%	49.38%
	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

Sources: Assessment values are from the 1994-2005 Real Property Assessment Reports.

/1 -- 1994- 04 Certified Assessments from Public Service Corp. Land Book --
City of Alexandria. 2005 figures are estimated.

/2 -- Individual columns may not sum to the totals shown due to rounding.

/3 -- Figures in individual categories may not total 100% due to rounding.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	2000	2001	2002	2003	2004 ^{/4}	2005
Residential Single Family	5,119,264	5,830,209	6,791,096	8,361,631	9,727,249	11,604,207
Residential Condominium	1,597,678	1,743,688	2,098,194	2,830,219	3,518,100	4,668,117
Commercial Multi-Family	1,584,496	1,734,225	2,004,540	2,264,921	2,570,652	3,088,102
Office/Retail Property	3,744,874	4,061,051	4,155,509	4,623,100	5,447,070	6,499,398
Other Commercial	608,320	598,139	421,220	464,500	549,565	726,886
Public Service Corporation ^{/1}	640,676	665,038	662,430	681,555	768,360	772,941
Total ^{/2}	<u>13,295,308</u>	<u>14,632,349</u>	<u>16,132,989</u>	<u>19,225,926</u>	<u>\$22,580,995</u>	<u>\$27,359,650</u>
Residential Single Family	38.5%	39.8%	42.1%	43.5%	42.8%	42.4%
Residential Condominium	12.0%	11.9%	13.0%	14.7%	15.3%	17.1%
Commercial Multi-Family	11.9%	11.9%	12.4%	11.8%	11.6%	11.3%
Office/Retail Property	28.2%	27.8%	25.8%	24.0%	24.2%	23.8%
Other Commercial	4.6%	4.1%	2.6%	2.4%	2.7%	2.7%
Public Service Corporation ^{/1}	4.8%	4.5%	4.1%	3.5%	3.4%	2.8%
Total ^{/3}	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Residential	50.52%	51.76%	55.10	58.21%	58.11%	59.48%
Commercial	49.48%	48.24%	44.90	41.79%	41.89%	40.52%
	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

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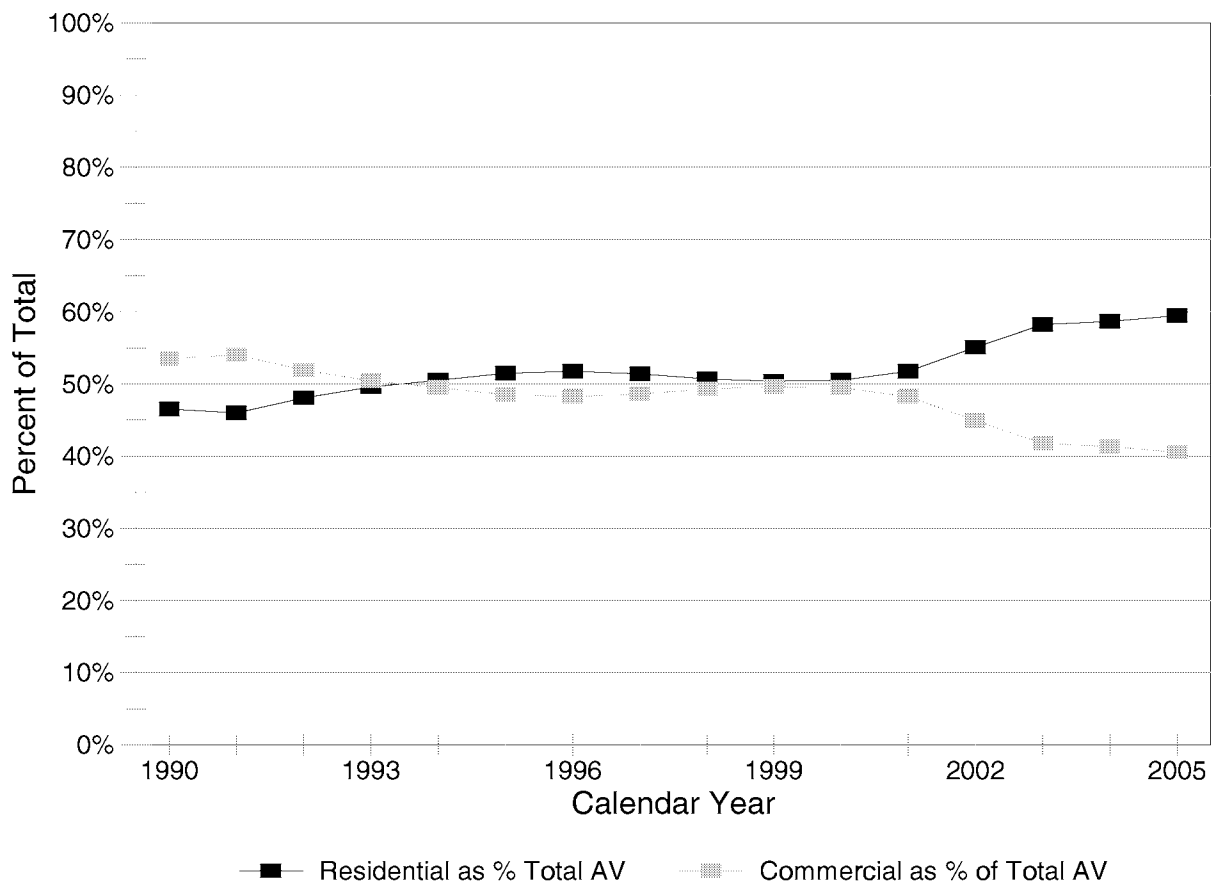
/4 -- 2004 data has been revised from the FY2005 document and reflects equalized data as of 12/31/2004.

Real Property Tax Base

Residential and Commercial Assessed Value Percentages Tax Years 1990 - 2005

This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of residential property as a percentage of the City's tax base and the bottom line represents the total share of commercial property. Between 1990 and 1993, commercial property accounted for the greater share of the tax base. After several years of residential and commercial assessments each accounting for approximately 50 percent of the City's tax base, in 2000 residential assessments (single family and condominiums) began to significantly increase as a share of the tax base and now account for nearly 60 percent of the City's total assessed value.

Real Estate Tax Base Percentage Residential and Commercial
Distribution CY 1990 to CY 2005

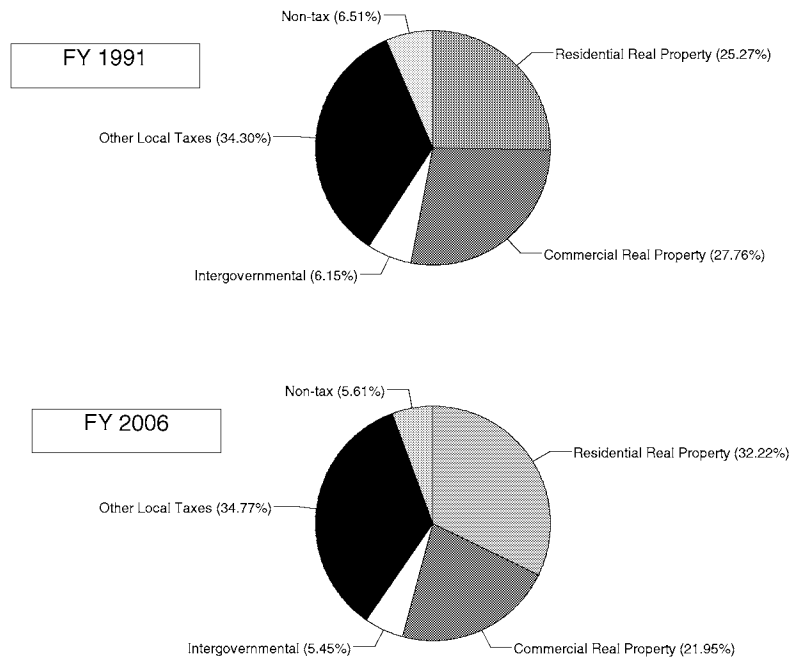


Real Property Revenue as a Share of Total General Fund Revenue

FY 1991 and FY 2006

The graphs below reflect the share of General Fund revenue for the major sources for FY1991 and for the current fiscal year. As a share of total General Fund revenues, real property taxes remain about the same in 2006 (54.1%) as in 1991 (52.8%). However, in FY 1991, which coincides with tax year 1990, the residential home owner provided one quarter of the total General Fund revenue and just under half of the total real property tax revenue. Today, the residential home owner provides one third of all General Fund revenue and nearly 60 percent of all real property tax revenue.

Share of General Fund Revenue
FY 1991 and FY 2006

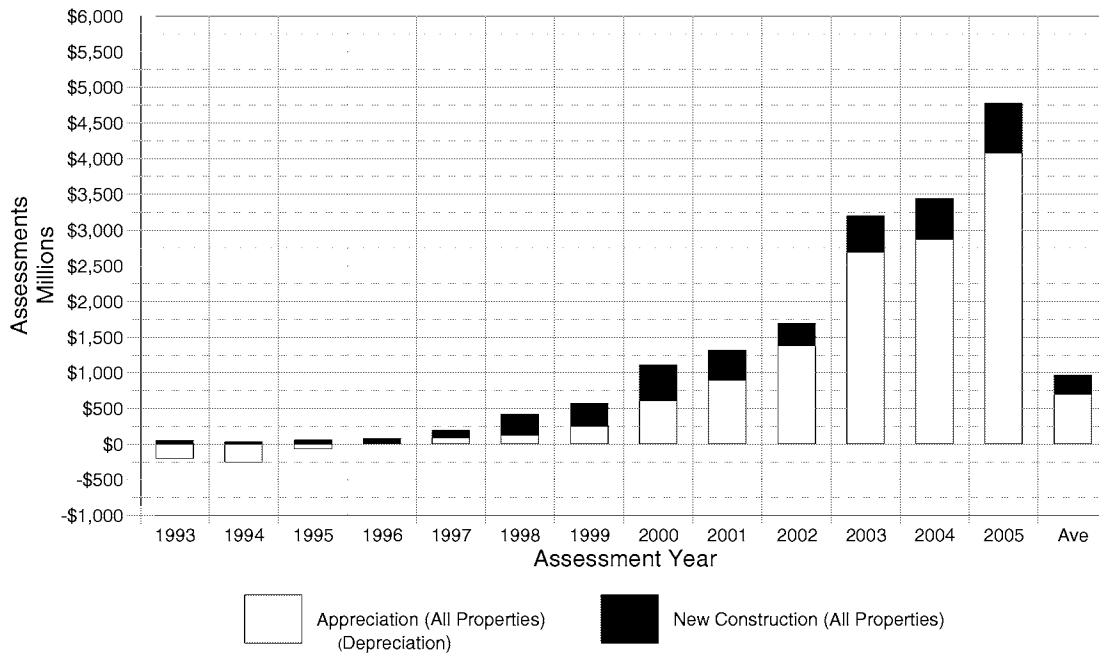


Real Property Tax Base

Change in Total Tax Base Tax Years 1993 - 2005

The following chart compares total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. Tax year 2000 marked the first year since 1991 that appreciation of existing properties exceeded the value of new construction. Since tax year 2001, appreciation significantly exceeds the value of new construction. As a result of the significant increases in appreciation beginning in tax year 2001, the average value of appreciation for the thirteen year period shown is now more than two and a half times the average value of new construction.

Change in Total Tax Base
Calendar Year 1993 - 2005



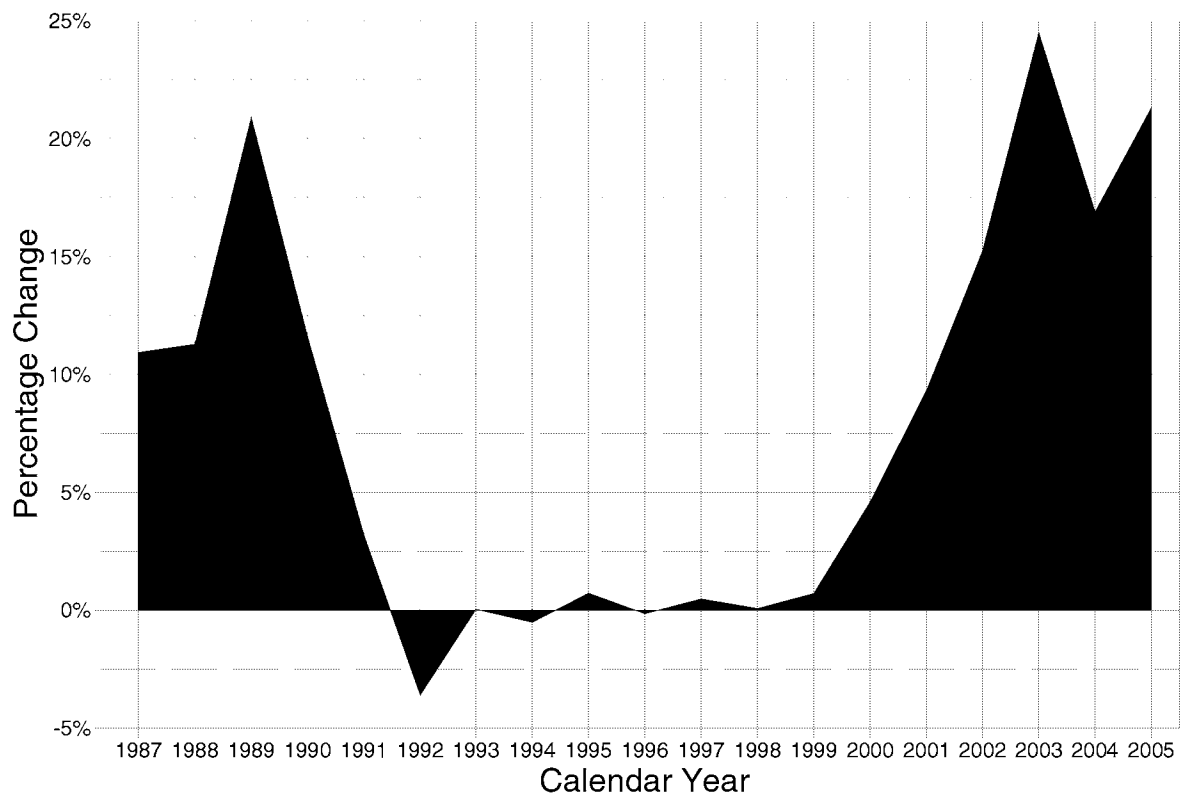
Source: Department of Real Estate Assessments
Prepared by: Office of Management and Budget

Real Property Tax Base

Residential Appreciation Tax Years 1987 - 2005

The following chart reflects the percentage change in appreciation of existing residential properties. After reaching the highest point in 18 years in 2003, residential appreciation appeared to be developing a similar pattern to the late 1980s and early 1990s when residential assessments went from an appreciation of 20.9 percent in 1989 to a depreciation of 3.6% by 1992. However, due to demand for housing in the City, driven by strong regional job growth and by continuing low mortgage interest rates, this year residential appreciation in 2005 increased to 21.3 percent, second in magnitude only to the increase in 2003 of 24.5 percent.

Residential Appreciation % Change
1987 to 2005



Real Property Taxes

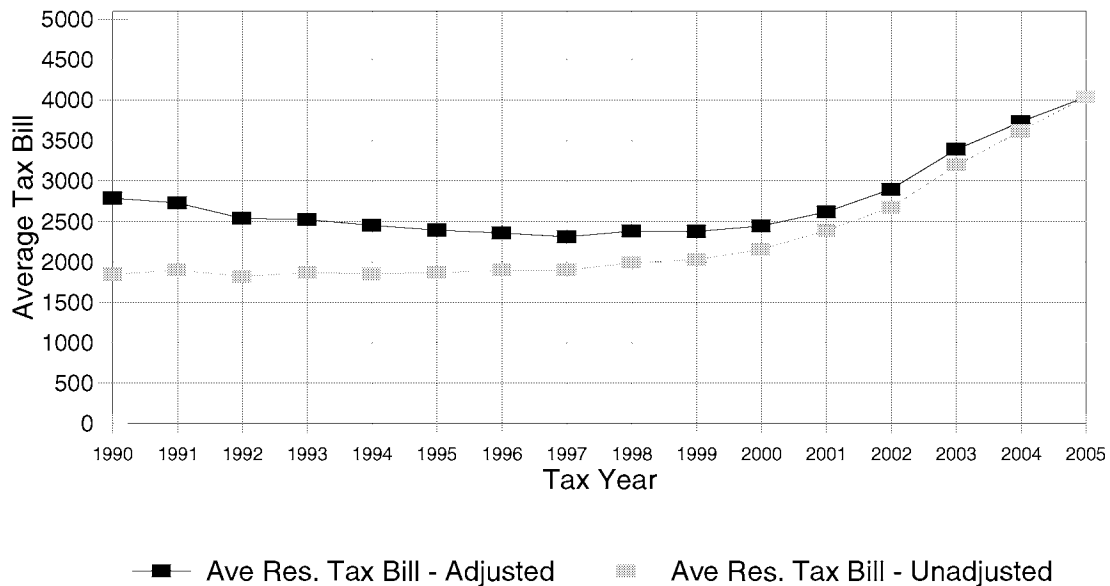
Average Residential Tax Bills 1990 - 2005

The following table depicts the average residential real estate tax bill adjusted to 2005 dollars, using U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place for each year.

For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives), the City tax bill for 2005 at the \$0.915 tax rate is \$4,043. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,791.

Residential Tax Bill Comparison 1990 - 2005

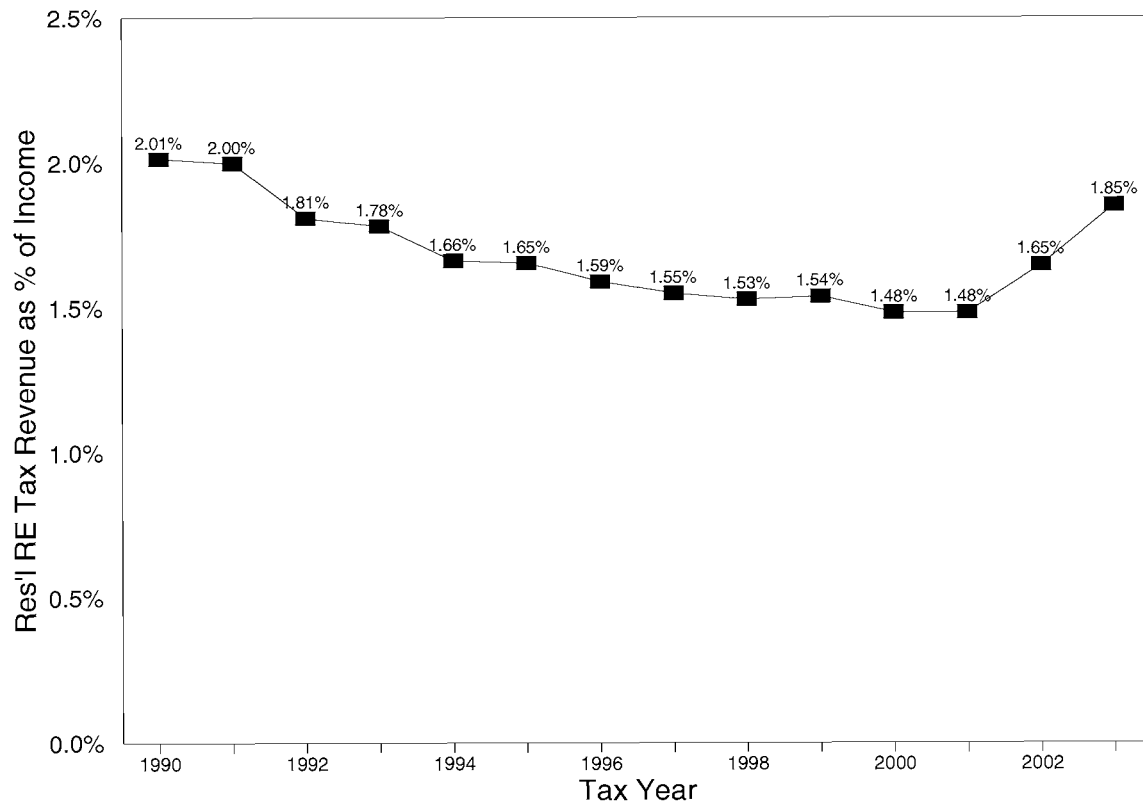
Adjusted to 2005 dollars



Residential Real Estate Tax Revenue Compared to Per Capita Income

Tax Years 1990 - 2003¹

This graph depicts the proportion of City resident personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums and apartments (multi-family housing²). As shown in the graph, the real property tax burden declined through the nineties as appreciation of properties (and the real estate tax burden) failed to keep up with rising personal income. However, beginning in 2001 the affects of the strong real estate market and increasing real estate taxes are evidenced by the 25 percent increase, from 1.48% to 1.85%, in the portion of personal income that goes to pay the real property tax.



¹ Per capita income figures for 2003 are the most recent actual data available at the time of printing.

² The City usually classifies apartments as commercial property because they are income-producing properties.

Real Estate Tax Rates

Regional Tax Rates Tax Years 1986 - 2005

Shown below is a comparison of real estate tax rates from selected Northern Virginia jurisdictions over the past twenty calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per \$100 of assessed value. The proposed tax rate of \$0.955 is the City's lowest nominal rate since 1976 when the Department of Real Estate Assessments began basing the assessed value on 100 percent of fair market value. Prior to 1976, the tax rates were based on less than 100 percent of fair market value.

In Alexandria for tax year 2005 (FY 2006), the estimated fiscal impact of the eight cent reduction on the real property tax rate was \$2.5 million for a tax rate for the 2005 calendar year only, and \$32.8 million for a tax rate that carries until the end of FY 2006 (i.e., three payment periods of June 2005, November 2005, and June 2006).

REAL ESTATE TAX RATES

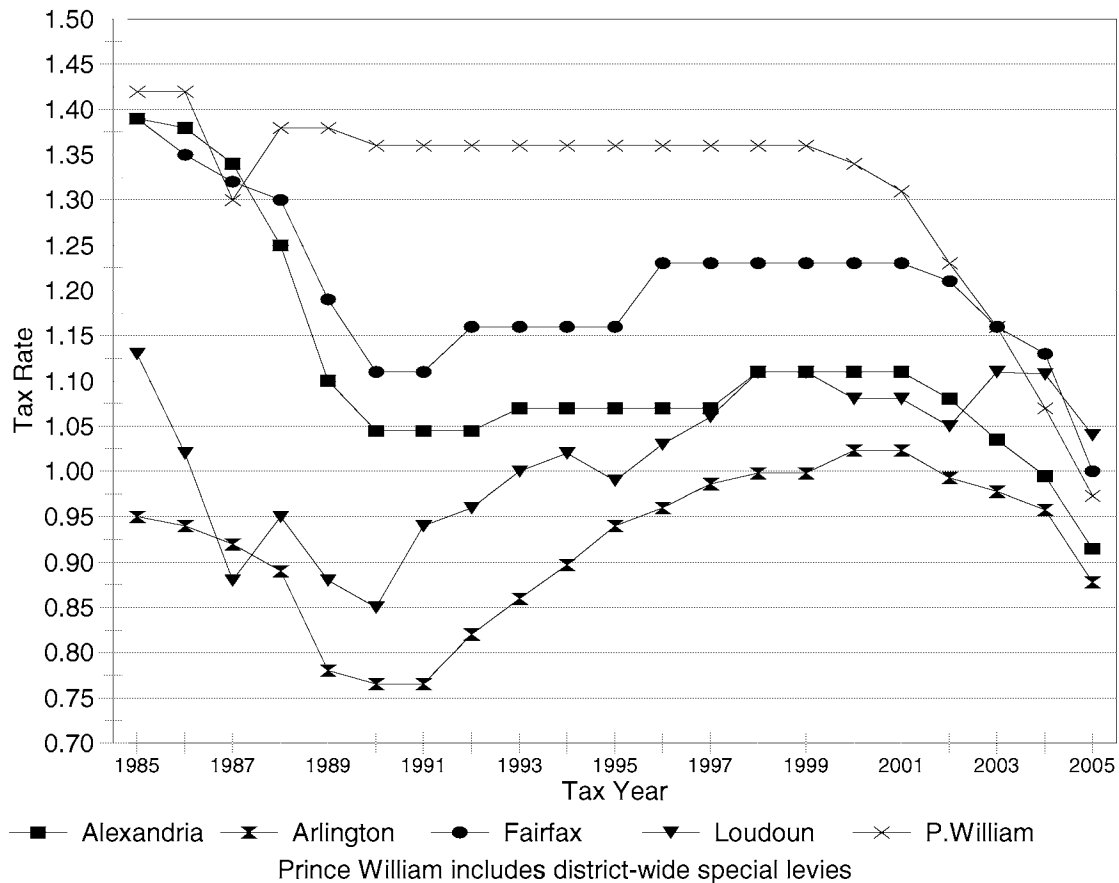
YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County
1986	1.38/1.37	.94	1.35	1.02	1.42
1987	1.34	.92	1.32	.88	1.30
1988	1.25	.89	1.30	.95	1.38
1989	1.10	.78	1.19	.88	1.38
1990	1.045	.765	1.11	.85	1.36
1991	1.045	.765	1.11	.94	1.36
1992	1.045	.82	1.16	.96	1.36
1993	1.07	.86	1.16	1.00	1.36
1994	1.07	.897	1.16	1.02	1.36
1995	1.07	.94	1.16	.99	1.36
1996	1.07	.96	1.23	1.03	1.36
1997	1.07	.986	1.23	1.06	1.36
1998	1.11	.998	1.23	1.11	1.36
1999	1.11	.998	1.23	1.11	1.36
2000	1.11	1.023	1.23	1.08	1.34
2001	1.11	1.023	1.23	1.08	1.31
2002	1.08	.993	1.21	1.05	1.23
2003	1.035	.978	1.16	1.11	1.16
2004	0.995	0.958	1.13	1.1075	1.07
2005	0.915	0.878	1.00	1.04	0.974

* Does not reflect additional subjurisdictional special tax district (fire, leaf collection, etc.) or town real estate tax rates (Arlington County, Fairfax County, Prince William County and Loudoun County). Beginning in 2003 the City's tax rate includes one cent dedicated to open space acquisition, and in FY 2006 the tax rate includes one cent dedicated to affordable housing. Prince William's tax rate in 2005 includes jurisdiction-wide special levies.

Real Estate Tax Rates

Regional Tax Rates Tax Years 1985 - 2005

As noted in the graph below, which depicts the various tax rates of jurisdictions in Northern Virginia for the past twenty years, in 1985 Alexandria had the second highest tax rate in the area, along with Fairfax County, at \$1.39. After a fourth consecutive tax rate reduction, Alexandria has the second lowest in the region.

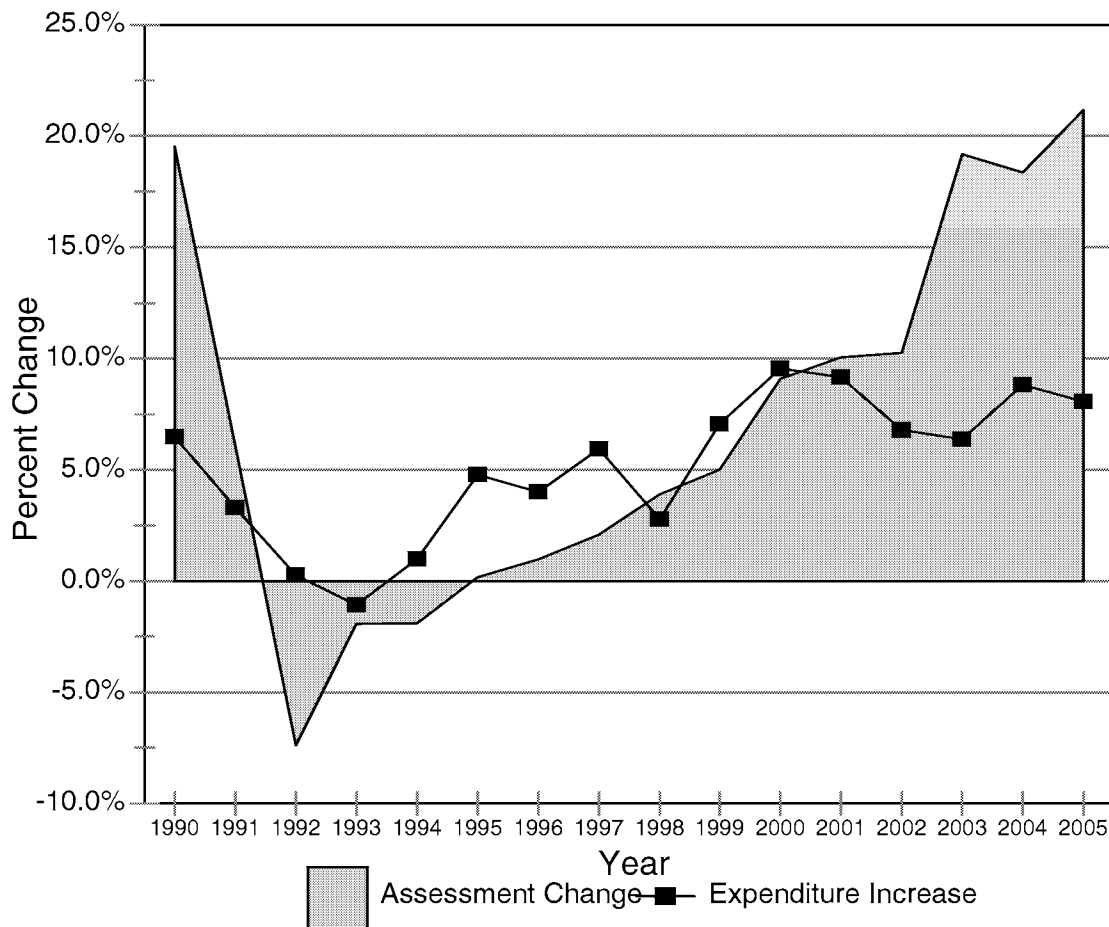


Real Property Assessments Compared to General Fund Expenditures

Tax Years 1990 - 2005

The following graph compares the growth in the City's Real Property Tax Base (all sources) with the growth of the overall General Fund budget (including the appropriation to the Schools and cash capital funding of the Capital Improvement Program budget). As noted below, from 1990 to 1993, as the City's tax base declined, overall spending declined as well. Since 2000 when the City's tax base started to significantly appreciate, the average appreciation of the tax base is 14.7% compared to an average increase in the City's General Fund operating budget of 8.1%.

Assessments and General Fund Expenditures
Tax Year 1990 to 2005 and Fiscal Year 1991 to 2006



FY 2006 Approved Tax Rates for Major Revenue Sources

	<u>City Proposed Rate</u>	<u>Virginia Code Reference</u>	<u>Maximum Tax Rate Allowed by State</u>
Real Estate Tax	\$0.915 per \$100 assessed value	58.1-3200	none
Personal Property Tax	\$4.50 per \$100 assessed value (machinery and tools)	58.1-3507	none
	\$4.75 per \$100 assessed value (tangible pers. prop.)	58.1-3506-b	none
	\$3.55 per \$100 assessed value (handicap vehicles)	58.1-3506.1	none
Utility Tax (for residential users)	15% of water service charge	58.1-3814	20% on 1st \$15
	25% of local service charge for telephone	58.1-3812	20% on 1st \$15
(\$2.40 maximum)	\$1.12 plus \$.012075 of each kWh	58.1-3814	\$3.00
(\$2.40 maximum)	\$1.28 plus \$.012444 of each CCF of gas delivered	58.1-3814	\$3.00
(\$2.40 maximum)	\$1.28 plus \$.050909 of each CCF of gas delivered to group meter consumers (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$.023267 of each CCF of gas delivered to group meter interruptible consumers (\$2.40 max)	58.1-3814	\$3.00
(for commercial users)	15% of first \$150 of water service charge		20%
	25% of the first \$150 (on local phone service only)	58.1-3812	20%
(Commercial consumer)	\$0.97 plus \$.004610 of each kWh delivered	58.1-3814	various
(Industrial consumer)	\$0.97 plus \$.003755 of each kWh delivered	58.1-3814	various
(Commercial or industrial)	\$1.42 plus \$.050213 of each CCF of gas delivered	58.1-3814	various
(Non-residential interruptible gas consumer)	\$4.50 plus \$.00367 of each CCF of gas delivered	58.1-3814	various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than \$10,000 and less than \$100,000	\$50.00	58.1-3703	\$50.00
Amusement and Entertainment	\$.36 per \$100 gross receipts	through	\$0.36
Professional	\$.58 per \$100 gross receipts	58.1-3735	\$0.58
Renting of Residential Property	\$.50 per \$100 gross receipts		**
Renting of Commercial Property	\$.35 per \$100 gross receipts		**
Finance Services	\$.35 per \$100 gross receipts		\$0.58
Personal, Business and Repair Svcs	\$.35 per \$100 gross receipts		\$0.36
Retail Merchants and Restaurants	\$.20 per \$100 gross receipts		\$0.20
Filling Stations	\$.20 per \$100 gross receipts		\$0.20
Contractors	\$.16 per \$100 gross receipts		\$0.16
Wholesale Merchants	\$.05 per \$100 of purchases		\$0.05
Alcoholic Beverages	\$5-\$1,500-(flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	various
Public Utilities:			
Telephone Co	\$1.03 per \$100 gross receipts	58.1-2690	**
Water	\$.50 per \$100 gross receipts	58.1-3731	\$0.50
E-911 Tax	\$.50 per line per month	58.1-3813	allow cost recovery
Cell Phone Tax	10% of the 1 st \$30 (on cell phone service only)	58.1-3812	10% of \$30
Telecommunications Right of Way Tax	\$.61 per line per month	56-468.1	minimum of \$.50 per line per month; annual rate calc. by VDOT
Electric Consumption Tax	\$.0038/kWh	58.1-2900	
Natural Gas Consumption Tax	\$.004/CCF	58.1-2904	
Admissions Tax	10% of gross admissions, not to exceed \$.50 per admission	58.1-3817	
Cigarette Tax	\$.70 on each package of twenty cigarettes	58.1-3840	none
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840	none
Restaurant Meal Tax	3.0% on all food and drink sold in the City	58.1-3840	none
Recordation Tax:			
Deed of Bargain and Sale			
Grantor	\$.83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	\$.83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	\$.83 per \$1,000 of loan amount (equals State max)	58.1-3800	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 st year, 5% per annum thereafter. Equals refund rates.	58.1-3916	10%

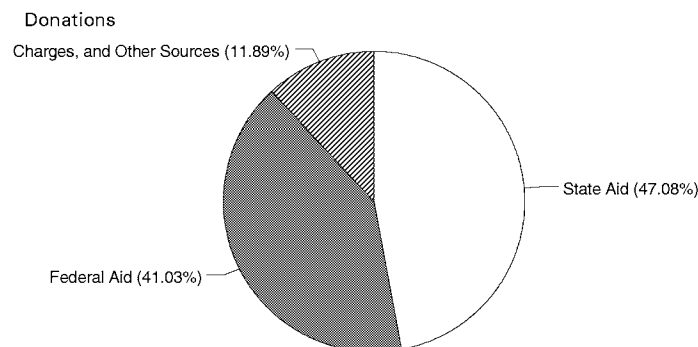
** The City's existing tax rate exceeds the State cap. The State cap was established after the City had set this rate.

GRANT FUNDING SUMMARY AND SPECIAL REVENUE FUNDS

Grant Funding Summary and Special Revenue Funds

Special Revenue Funds account for revenue derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. As shown in the graph titled "FY 2006 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$86,918,796 consists primarily of State and federal aid and discretionary State and federal grants (88.0 percent). This compares to the FY 2005 initial Special Revenue Fund budget of \$81,353,977. The \$5,564,819 increase (\$3.0 million increase to the City as the Schools increased by \$2.6 million) is partially attributable to higher real estate recordation tax rate authorized by the General Assembly (\$889,815); increased State revenues in the Schools of \$1,430,690, Human Services of \$480,296, Office On Women of \$170,552; as well as increased estimated federal revenues in the Schools of \$2,312,471, Transportation and Environmental Services (T&ES) of \$367,800, and Human Services of \$200,369. These increases are partially offset by decreased estimated federal revenue of \$243,818 in the Office of Housing and \$157,767 in the Office On Women.

FY 2006 Estimated Special Revenue Funds



The City Council approves, in advance, department and agency applications for discretionary grant funding. Programs and services funded by grant monies are authorized only for the term of the grant. Likewise, positions that are funded by grant sources are authorized only for the term of the grant and employees who fill these positions are notified of this condition of employment.

The table below summarizes the estimated FY 2006 Special Revenue Funds by department. Additional addendum tables have been included to provide more detailed information on federal funding for the Department of Mental Health, Mental Retardation and Substance Abuse (Addendum Table I) and the Department of Human Services (Addendum Table II). Estimates of Special Revenue Funds are based on the best available data at the time the budget is prepared. Generally, two to three times during the fiscal year, staff return to City Council with a supplemental appropriations ordinance to amend the Special Revenue Fund budget to reflect actual grant awards, to appropriate grants received that were not anticipated at the time the budget was prepared, to reduce the budget for grants that were anticipated but not actually awarded, or to appropriate donations or other sources of funding that differ from the original budget estimates. For additional information on grant funded activities, please refer to the individual department's budget chapter in this document.

Grant Funding Summary and Special Revenue Funds

FY 2006 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid		Federal Aid		Charges, Donations and Other Sources		Total Special Revenue Funds
Commonwealth's Attorney's Office	0		\$257,604	/a	0		\$257,604
Law Library	0		0		\$54,000	/b	54,000
Other Public Safety	\$198,333	/c	0		0		198,333
Court Service Unit	94,699	/d	51,858	/e	0		146,557
Citizen Assistance	0		0		5,400	/f	5,400
Office On Women	\$209,139	/g	158,199	/h	24,475	/i	391,813
Personnel	0		0		6,000	/j	6,000
Fire	286,000	/k	29,000	/l	657,950	/m	972,950
Police	30,000	/n	397,515	/o	0		427,515
Sheriff	424,097	/p	0		324,922	/q	749,019
Health	0	/r	0		0		0
MH/MR/SA /s	3,559,160		2,354,109		5,271,910		11,185,179
Human Services /t	9,418,105		16,251,629		301,849		25,971,583
Housing	0		2,089,450	/u	31,200	/v	2,120,650
Historic Alexandria	0		0		259,404		259,404
Recreation	18,176	/w	341,820	/x	21,500		381,496
Library	197,560		0		194,245		391,805
T&ES	162,535	/y	411,530	/z	576,083	/a1	1,150,148
Human Rights	0		25,000	/a2	0		25,000
Schools /a3	26,327,748		13,291,060		1,715,717		41,334,525
Housing	\$0		\$0		\$889,815	a/4	\$889,815
TOTAL	\$40,925,552		\$35,658,774		\$10,334,470		\$86,918,796

Grant Funding Summary and Special Revenue Funds

Notes:

- /a Includes \$184,965 for the federal grant for the Victim-Witness Program, and \$72,639 for V-Stop Domestic Violence Intervention grant.
- /b Court assessed Law Library filing fees.
- /c Virginia Juvenile Community Crime Control Act, which funds the Sheltercare program.
- /d Virginia Juvenile Community Crime Control Act monies, which funds the Day Reporting Program and other small programs.
- /e Title IV-E Foster Care federal revenue.
- /f Donations for the Gyumri Sister City program.
- /g Includes \$8,000 for Project STEPOUT/ MANHOOD, \$11,200 for the State Shelter Support grant, \$25,510 for the Rape Victim Companion grant, \$48,812 Domestic Violence Program and \$115,617 for the Domestic Violence Program.
- /h Includes 76,529 for the Rape Victim Companion grant, \$8,235 for the federal Shelter Support grant, \$43,243 for the V-STOP/Sexual Assault Response and Awareness Program (SARA), and \$30,192 for the Violence Against Women Act grant.
- /i Includes donations in the amount of \$24,475.
- /j Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /k Includes \$15,000 for Public Education, \$61,000 for EMS Two For Life State Grant; \$40,000 for HAZMAT Call/Agreement with the State; and \$170,000 for the Fire Training Fund.
- /l Federal grant for Emergency Management Assistance Program.
- /m \$655,450 from fee revenue related to the U.S. Patent and Trademark Office (PTO) and \$2,500 in smoke alarm donations.
- /n Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /o Includes \$39,770 for COPS In School Grant Program; \$237,745 for the COPS Anti-Terrorism Grant Program; and \$120,000 for the federal share of the Advanced Generation Interoperability for Law Enforcement (AGILE) project.
- /p For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /q Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /r It should be noted that State funding for the Health Department does not pass through the City's Treasury; therefore, this funding is not reflected in this table. For additional information, please refer to the Health Department section of this budget.
- /s For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /t For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /u Includes \$874,864 in federal Home Partnership Investment Program (HOME) monies and \$1,214,586 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG and HOME program).
- /v Includes \$21,200 for the repayment of principal and interest from the Business Assistance Loan Program, \$3,000 in vendor fees from the Homeownership Fair, and \$7,000 in fees to offset loan expenditures.
- /w The Local Government Challenge and Litter Control Grant.

Grant Funding Summary and Special Revenue Funds

- /x U.S. Department of Agriculture Summer and After School Food service program and a federal earmark to purchase two vans.
- /y Includes \$140,335 for the Ridesharing grant, \$17,200 for the Employer Outreach Program, and \$5,000 for the Paratransit Management System Host fee grant.
- /z Includes \$50,000 for a Community Wide Transit Analysis grant, \$100,000 for a Potomac Yard Transit Study grant, \$167,800 for the Old Town Transit Store, \$50,000 for an Eisenhower Valley Transit Study and \$43,730 for Air Pollution Control.
- /a1 Includes development fee revenue for Potomac Yard development review (\$300,000), ACPS construction inspection (\$72,074) and Eisenhower East development review (\$204,009).
- /a2 Equal Employment Opportunities Commission Grant.
- /a3 Reflects all federal, State and private or local funding sources, supporting the Schools operating budget, the Schools Lunch Fund and all Federal Grants and Special Projects, but does not include transfers from the General Fund Balance of \$2,340,519 or the School Lunch Fund Balance of \$593,956
- /a4 Reflects funds derived from the higher real estate recordation tax rate which the General Assembly authorized to start on September 1, 2004. These funds have been set aside for a dedication for affordable housing by City Council. City Council approved the reduction of these funds by \$1,110,185, from \$2,000,000 to \$889,815, via the Add/Delete process.

Grant Funding Summary and Special Revenue Funds

Addendum Table I
Department of Mental Health/Mental Retardation/Substance Abuse
Federally Grant-Funded Programs

	FEDERAL GRANT	FY 2006 PROPOSED BUDGET ESTIMATE
Mental Health (MH) Programs	Block Grant for Community Mental Health Services-- Serious Emotionally Disturbed (Children)	\$258,488
	Block Grant for Community Mental Health Services-- Serious Mental Illness (Adults)	414,144
	Projects for Assistance in Transition from Homelessness	35,575
	Welfare TANF Foster Care (Title IV E)	143,000
	Unification/Stabilization of Families	25,000
MH & SA Programs	U.S. Department of Housing and Urban Development	341,607
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Federal Block Grant-Alcohol & Drug Treatment	472,408
	Substance Abuse Federal Block Grant-Primary Prevention	209,000
	Substance Abuse Prevention and Treatment-HIV/AIDS	70,470
	High Intensity Drug Trafficking Area Treatment Grant-- Residential and Outpatient	109,069
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	138,064
	Total Federal Grants	\$2,354,109

Grant Funding Summary and Special Revenue Funds

Addendum Table II
Department of Human Services Federally Grant-Funded Programs

FEDERAL GRANT	FY 2006 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost Pool	\$ 135,475
Welfare Income Maintenance Eligibility	1,905,388
Welfare Clerical Cost Pool	263,000
Welfare Refugee Resettlement	50,000
Child Welfare Administration	3,141,559
Welfare Aid to Dependent Children	60,060
Foster Care IV - E	1,137,328
Welfare Adoption Subsidy	206,656
TANF/View Child Care	791,349
Child Care Fee System	2,575,644
Older Americans Act	138,249
Home Delivered Meals	88,020
Congregate Meals	58,636
In-Home Services to Companion	226,011
WIA Summer Youth Program	82,767
Head Start	1,748,822
Transitional Apartment Planning & Eviction Storage (CDBG)	197,000
Community Services Block Grant (CSBG\BASIC)	184,991
Virginia Refugee Resettlement Program (VRRP)	115,000
WIA Adult Training	161,416
WIA Dislocated Worker	126,993
VIEW	485,284
Foster Parent Training	213,440
TANF - Emergency Assistance	58,942
Independent Living	64,016
Title IV E Revenue Maximization	686,696
Reasonable/Necessary Revenue Maximization	1,047,735
Quality Enhancement	62,500
All other Federal grants (includes individual program grants under	125,128
Food Stamp Employment	61,972
Safe and Stable Families	51,552
Total Federal Grants	\$16,251,629

Community Development Block Grant (CDBG)

In accordance with the Housing and Community Development Act of 1974 (Public Law 93-383, commonly known as the Community Development Block Grant), the City of Alexandria has received \$39,548,586 through FY 2006 to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income levels. The City's recommended FY 2006 allocation is \$1,411,586, a decrease of \$87,414, or 5.8 percent, as compared to FY 2005 (\$1,499,000).

The program outlined on the following page is the approved FY 2006 CDBG program. The approved FY 2006 program will be funded, in part, with CDBG funds and program income carried over from previous years.

For additional information on community development, housing assistance, and homeless prevention programs, refer to the Office of Housing and the Department of Human Services budgets in Section VIII of this document.

Community Development Block Grant

I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2006

<u>CITY CDBG PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1976	\$1,735,000
2	1977	1,735,000
3	1978	1,735,000
4	1979	1,587,000
5	1980	1,550,000
6	1981	1,556,000
7	1982	1,497,000
8	1983	1,280,000
9	1984	1,207,000
10	1985	1,144,000
11	1986	1,134,000
12	1987	966,000
13	1988	970,000
14	1989	914,000
15	1990	950,000
16	1991	903,000
17	1992	1,009,000
18	1993	1,069,000
19	1994	1,077,000
20	1995	1,172,000
21	1996	1,302,000
22	1997	1,265,000
23	1998	1,237,000
24	1999	1,206,000
25	2000	1,213,000
26	2001	1,206,000
27	2002	1,245,000
28	2003	1,241,000
29	2004	1,533,000
30	2005	1,499,000
31	2006	1,411,586
Total		\$39,548,586

Community Development Block Grant

II. THIRTY- FIRST YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2006 Approved)

Revenue Category

FY 2006 Funds Available CDBG	\$ 1,411,586
Carryover Funds (Prior Year CDBG Grant Funds)	1,305,410
FY 2006 Program Income	<u>25,700</u>
Total Program Revenues	\$2,742,696

Expenditure Category

A.	Homeownership Assistance Program	654,205	
	Home Rehabilitation Loan Program	1,373,349	
	Fair Housing Testing Program	46,092	
	Rental Accessibility Modification	161,000	
	Winter Shelter	20,000	
	Transitional Assistance Program	102,000	
	Eviction Assistance and Furniture	<u>77,842</u>	
	City-wide Programs Sub-Total		\$2,434,488
B.	Administration		
	Program Administration	285,405	
	Applications for Federal Programs	<u>22,803</u>	
			\$308,208
	Total Program Expenditures		<u>\$2,742,696</u>
	Net General Fund Budget for CDBG Programs		\$ 0

Home Investment Partnership Program (HOME)

The HOME program was created by the National Affordable Housing Act of 1990. The program's primary objective is to provide decent affordable housing to low income households through such activities as home rehabilitation, homebuyer assistance, and the construction or rehabilitation of rental housing, among others. Through City Fiscal Year 2006, the City has received HOME allocations totaling \$9,293,316.

What follows is a summary of all program allocations to the City of Alexandria by year, followed by the approved FY 2006 program summary. The approved FY 2006 program will be funded by HOME, City General Fund, other non-federal and program income monies, some of which are carried over from previous years.

III. HOME INVESTMENT PARTNERSHIP PROGRAM FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2006

<u>CITY HOME PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1993	\$771,000
2	1994	510,000
3	1995	504,000
4	1996	534,000
5	1997	527,000
6	1998	520,000
7	1999	558,000
8	2000	602,000
9	2001	605,000
10	2002	672,000
11	2003	671,000
12	2004	909,647
13	2005	1,034,805
14	2006	\$874,864
Total		\$9,293,316

Home Investment Partnership Program

IV. FOURTEENTH YEAR Home Investment Partnerships Program (FY 2006 Approved)

Revenue Category

FY 2006 HOME Funds Available	\$ 874,864
FY 2006 City General Fund Match	118,210
FY 2006 Other Non-federal Match	83,618
Carryover Funds (Prior Year CDBG Grant Funds)	<u>948,830</u>
Total Program Revenues	<u>\$2,025,522</u>

Expenditure Category

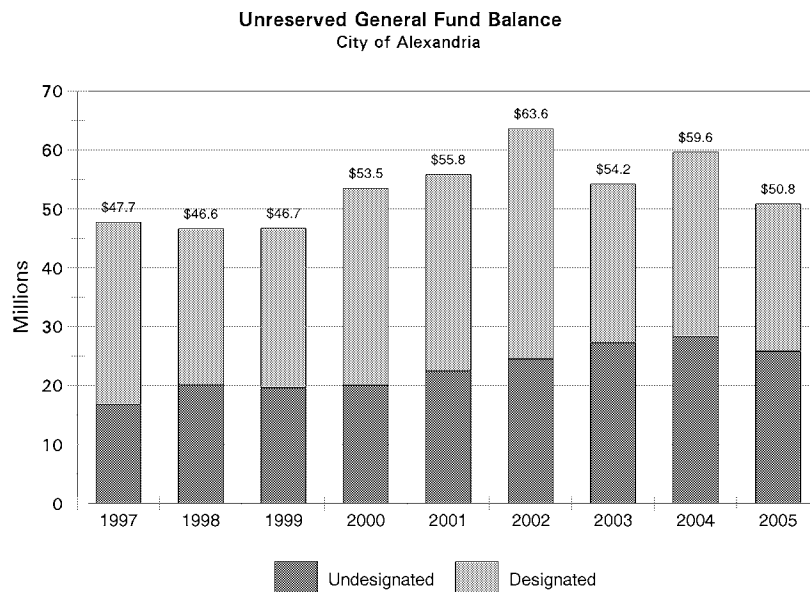
A.	Homeownership Assistance Program	710,510
	Housing Opportunities Fund	<u>1,207,765</u>
	City-wide Programs Sub-Total	\$1,918,275
B.	Administration	
	Program Administration	\$107,247
	Total Program Expenditures	<u>\$2,052,522</u>
	Net General Fund Budget for HOME Programs	\$ 0

Statement Of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance which represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1997 through FY 2004, and projected fund balance at the close of FY 2005. As shown in the chart, after reaching a high point in FY 2002, in FY 2005 unreserved fund balance is projected to be at its lowest level since FY 1999. As proposed, the FY 2006 budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding. Projected unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be \$50.8 million at June 30, 2005, which represents 11.7 percent of FY 2005 projected General Fund revenues. The City Council's adopted debt policies indicate that unreserved General Fund balance that is comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, but it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

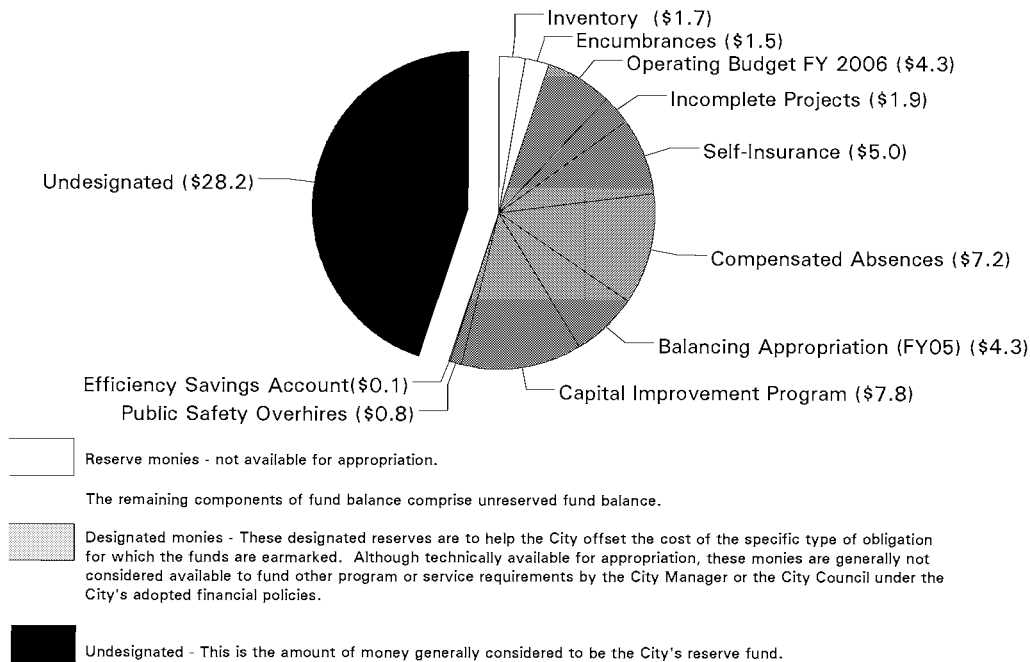
The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document. The debt policies are followed by a Layperson's Guide to Fund Balance based on the report prepared by the Budget and Fiscal Affairs Advisory Committee.



City of Alexandria General Fund Fund Balance

This pie chart shows all of the component parts of General Fund balance (reserved, designated and undesignated) as of June 30, 2004

Fund Balance as of June 30, 2004 \$62.8 million



Statement of Estimated General Fund Balance

City Council's debt related financial policies, (originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, and amended on October 26, 1999) and established a limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a lower limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. Designated fund balance are reserves funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the City's reserve fund. As with all monies in fund balance, it is a one-time source of revenue.

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, unreserved General Fund fund balance included the following designated resources at June 30, 2004:

- \$4,334,000 appropriated in fiscal year 2004 to balance the fiscal year 2005 budget as approved by City Council;
- \$4,330,000 to help fund the FY 2006 proposed operating budget;
- \$7,536,116 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP);
- \$258,000 for capital expenditures, designated for capital projects contained in the proposed FY 2006 - FY 2011 Capital Improvement Program budget (CIP);
- \$1,922,038 for operating fund projects that were incomplete as of June 30, 2004;
- \$751,000 to fund Public Safety overhires related to possible retirements, turnover and the time of police and fire academy training;
- \$72,492 as an incentive for departmental efficiency savings for future expenditures;
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program); and
- \$7,208,635 to cover somewhat less than 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999.

Statement of Estimated General Fund Balance

After accounting for these designations, undesignated General Fund fund balance at June 30, 2004 was \$28,176,797. The \$28.2 million in the undesignated fund balance was equal to 6.9 percent of FY 2004 actual General Fund revenues, compared with a floor of 4 percent and a target of 5.5 percent, as established by City Council's debt related financial policies. Unreserved fund balance as of June 30, 2004, of \$59.6 million was equal to 14.6 percent of FY 2004 actual General Fund revenues, compared with a City Council-established lower limit of 10 percent.

Designations in the Proposed Fiscal Year 2006 Budget

In the fiscal year 2006 operating budget, the City Manager proposes the following changes in designations as of June 30, 2005:

- \$4,474,890 to fund capital projects contained in FY 2006 of the FY 2006 to 2011 Capital Improvement Program budget;
- \$245,000 to cover potential increases in fuel costs;
- \$143,000 to offset possible reductions in federal revenue;
- \$250,000 for possible increased contract costs to provide medical services for jail inmates;
- \$3,000,000 for possible changes in compensation for sworn public safety employees; and
- (\$19,900) net reduction in the Efficiency Reduction Fund resulting from a decrease of \$52,430 to fund supplementals and to offset additional reduction requirements, and an increase of \$32,530 added from new efficiency reduction options recommended in the FY 2006 proposed budget.

Based on projected revenues and expenditures in fiscal year 2005, the undesignated General Fund balance at June 30, 2005 is currently estimated to be \$25,849,089, or 6.0 percent of projected FY 2005 General Fund revenues; and the unreserved General Fund balance is estimated to be \$50,811,206, or 11.7 percent of projected General Fund revenues.

Statement of Projected Fund Balance
Projected Fund Balance as of June 30, 2005

	FY 2002	FY 2003	FY 2004	FY 2005
Unreserved Fund Balance	\$63,630,924	\$54,193,856	\$59,589,075	\$50,811,206
Designations				
FY03 Operating Budget	9,816,624			
FY04 Operating Budget	3,384,096	6,000,000		
FY05 Operating Budget		1,758,449	4,334,000	
FY06 Operating Budget			4,330,000	4,330,000
Compensated Absences	7,208,635	7,208,635	7,208,635	7,208,635
Subsequent CIP	12,300,000	4,200,000	7,536,116	
Subsequent CIP			258,000	258,000
Subsequent CIP				4,474,890
Self Insurance	5,000,000	5,000,000	5,000,000	5,000,000
Incomplete Projects	1,375,987	1,184,951	1,922,038	
Recycling Fund		564,323		
Open Space Fund		953,000		
Public Safety Retirements			751,000	
Efficiency Reductions Fund			72,489	52,592
Increased Fuel Costs				245,000
Economic Development Initiatives				0
Federal Budget Reductions				143,000
Medical Services for Jail Inmates				250,000
Sworn Public Safety Employee Compensation				3,000,000
Total Designations	\$39,085,342	\$26,869,358	\$31,412,278	\$24,962,117
Undesignated Fund Balance	\$24,545,582	\$27,324,498	\$28,176,797	\$25,849,089
Reserved Fund Balance	\$4,597,734	\$3,923,872	\$3,207,535	\$3,207,535
Total Fund Balance	\$68,228,658	\$58,117,728	\$62,796,610	\$54,018,741
Unreserved Fund Balance - June 30, 2004			\$59,589,075	
Less: FY05 Balancing Appropriation			-4,334,000	
Less: FY05 CIP			-7,536,116	
Less: FY04 Incomplete Projects			-1,922,038	
Less: Public Safety Retirements			-751,000	
Less: Efficiency Reduction Expenditures			-19,897	
Add: FY05 Surplus Revenue			5,785,182	
Unreserved Fund Balance - June 30, 2005			\$50,811,206	
Estimated FY 2005 General Fund Revenue				\$434,302,021
Estimated Undesignated Fund Balance as % of FY 2005 General Fund Revenues				6.0%
Target				5.5%
Estimated Unreserved Fund Balance as % of FY 2005 General Fund Revenues				11.7%
Target				10.0%

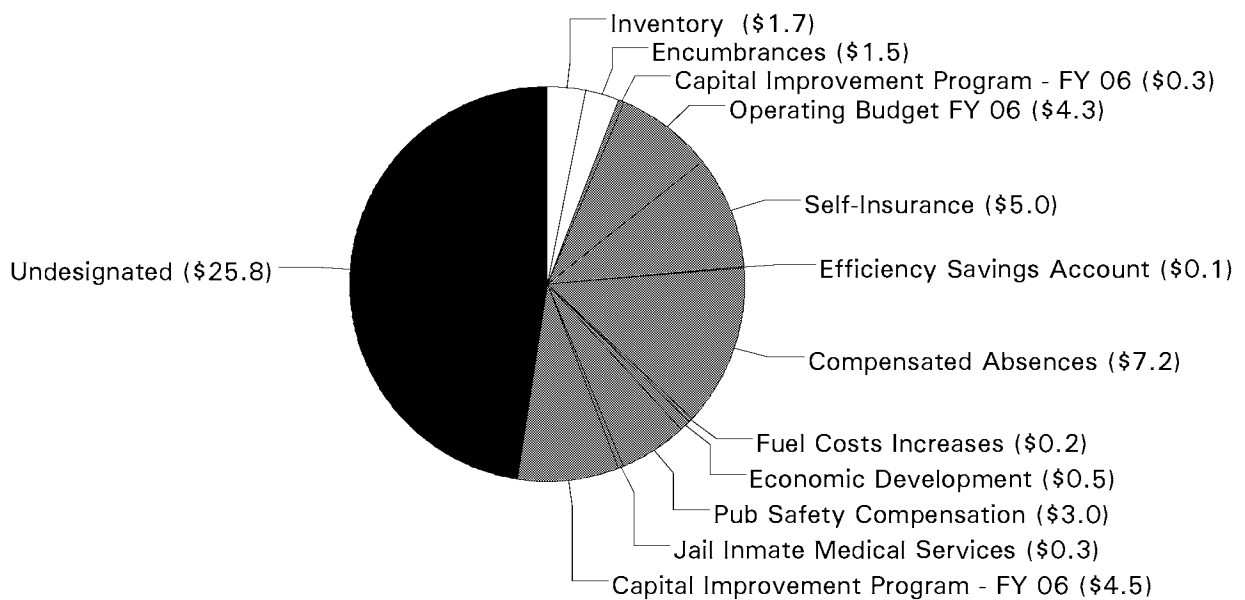
City of Alexandria General Fund

Estimated Fund Balance

This pie chart shows all of the component parts of the Statement of Estimated General Fund balance (reserved, designated and undesignated) as of June 30, 2005.

Projected Fund Balance as of June 30, 2005

\$54.4 million



Reserve monies - not available for appropriation (estimated).

The remaining components of fund balance comprise unreserved fund balance.

Designated monies - These designated reserves are to help the City offset the cost of the specific type of obligation for which the funds are earmarked. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies.

Undesignated - This is the amount of money generally considered to be the City's reserve fund.

Multi-Year Revenue and Expenditure Forecast Scenarios

REVENUE AND EXPENDITURE FORECAST SCENARIOS

Three Scenarios using Low Growth, Mid-Growth & High Growth Revenue Assumptions

The following three tables present revenue and expenditure forecasts for all funds in the City's operating budget, as requested by the Budget and Fiscal Affairs Advisory Committee and as required under the City Council's debt-related financial policies. These forecast scenarios are based on the sets of assumptions detailed below.

It is important to note that in years where the forecast scenario results in a negative variance between projected revenues and projected expenditures, the variance would have to be addressed, and each year's budget balanced, through a reduction in the planned level of expenditures, an increase in revenues (tax or fee increases or new revenue sources) or a combination of these methods. As a result, the cumulative shortfall in the out years of these forecasts will actually never occur. The same would hold true for positive out-year variances where tax rate reductions or expenditure increases would utilize positive variances.

The expenditure assumptions included in these scenarios remain constant in each of the scenarios, while the revenue assumptions vary. This approach illustrates the sensitivity of various surplus or deficit forecast scenarios depending on varying rates of revenue growth while maintaining current services and policies. In all scenarios, before individual category assumptions have been made, staff assumed a consumer price index (CPI) growth of 2.5 percent per year. It should be noted that the expenditure assumptions included in these scenarios are not meant to be an indication of any commitment to a particular level of planned expenditure increases in future years; rather, these assumptions are meant to illustrate the possible funding choices the City must make in future years in each revenue growth scenario.

All of the scenarios use a "straight line" projection approach and do not attempt to predict inevitable economic cycles which will have material impacts in any single year on the projected surpluses and shortfalls.

The Mid-Range Forecast Scenario represents the most probable outcome of the three scenarios with regard to overall revenue and expenditure growth rates. However, with the many economic and policy variables that would influence revenues and expenditures in the FY 2007 to FY 2011 time period, the bottom line excess or shortfall amounts need to be considered as "order of magnitude" results that will change as the assumed economic and policy variables differ from these long-range projections.

The funding gap or surplus forecasts range from a negative \$54.9 million or 8.5% deficit (low revenue growth) to a positive \$78.3 million or 11.2% surplus (high revenue growth) in FY 2011. This represents a 19% band in comparison to the total expenditure budget estimate in FY 2011. The mid-range forecast scenario shows a negligible 0.03% surplus developing by 2011. As a result, the conclusion that one can reach is that the City's budget is in structural balance and its fiscal policies are sustainable and will remain sound. However, careful financial management and sound policy decision making will be critical to keeping the City's finances sound over the long term.

Multi-Year Revenue and Expenditures Forecast Scenarios

ALL SCENARIOS - EXPENDITURES

EXPENDITURE ASSUMPTIONS: (Assumptions remain constant for each revenue scenario)

- (1) FY 2006 expenditures reflect the Approved FY 2006 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2007-FY 2011 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2006-FY 2011 Capital Improvement Program document, which reflects cash capital appropriations to meet planned pay-as-you-go capital funding levels. It should be noted that the CIP needs will likely be greater in the out-years of the CIP in comparison to the current six-year CIP plan.

II Debt service expenditures: The projected expenditures from FY 2007-FY 2011 for debt service are consistent with the Approved Capital Improvement Program, which reflects the issuance of \$148.5 million in additional new General Obligation debt: \$38.7 million in FY 2006, \$34.3 million in FY 2007, \$53.9 million in FY 2008, and \$21.6 million in FY 2009. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 4.5 percent.

- (4) Personnel expenditures --City and Schools:

In FY 2007-FY 2011, City personnel expenditures increase 4.6 percent annually, which is an estimate based on an analysis of recent budget history.

School personnel expenditures: Schools personnel expenditures increase at 5.0 percent annually based on an analysis recent budget history.

- (5) Non-Personnel expenditures --City and Schools:

- (a) City Non-personnel expenditures

In FY 2007-FY 2011, a 4.4 percent increase is assumed for non-personnel expenditures in all categories except cash capital, debt service, and transit subsidies, as noted below. The estimated rate of growth is based on an analysis of recent budget history.

- Transit Subsidies in FY 2007 through FY 2011: Transit subsidies, included as part of City Non-Personnel expenditures on the following tables, are projected to increase by 10 percent each year based on recent budget history and increased capital and operating needs anticipated at WMATA and DASH due to ridership growth and aging infrastructures.

Multi-Year Revenue and Expenditures Forecast Scenarios

(b) Schools Non-personnel expenditures

In each year from FY 2007-FY 2011, Schools non-personnel expenditures are projected to increase at 1.2 percent based on an analysis of recent budget history.

Multi-Year Revenue and Expenditures Forecast Scenarios

ALL SCENARIOS - REVENUE

Three different scenarios of revenue growth for the period of FY 2006 through FY 2011 have been developed based on varying assumptions about future rates of growth for each of the revenue categories listed in the table below. Each scenario is based on FY 2006 approved tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods and services that are taxed. The rate of growth assumed in each category for each scenario is shown below.

Revenue Category	Low Growth	Mid-Range Growth	High Growth
Real Estate Property	4%	6%	9%
Personal Property	1%	3%	5%
Penalties & Interest	0%	1%	2%
Local Sales	3%	4%	6%
Utility	1%	3%	5%
Business License	5%	7%	9%
Motor Vehicle License	1%	2%	3%
Recordation	4%	6%	9%
Tobacco	0%	0%	0%
Transient Lodging	3%	5%	10%
Restaurant Food	3%	5%	8%
Other Miscellaneous	2%	3%	4%
Intergovernmental	0%	3%	5%
Other Non-Tax Revenue	0%	1%	2%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

Low Growth Forecast Scenario

Approved
City of Alexandria, Virginia FY 2006 Budget 4-70

Summary Tables
MER/CAM

	FY 2006 Approved (1)	FY 2007 Forecast (2)	FY 2008 Forecast (3)	FY 2009 Forecast (4)	FY 2010 Forecast (5)	FY 2011 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	251,056,900	261,099,100	271,543,000	282,404,800	293,700,900	305,449,000
4 Personal property tax	32,000,000	32,320,000	32,643,200	32,969,600	33,299,300	33,632,300
5 Penalties and interest	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
6						
7 Total general property tax revenue	284,556,900	294,919,100	305,686,200	316,874,400	328,500,200	340,581,300
8						
9 Other Local Tax Revenue	105,259,200	108,466,500	111,795,100	115,250,000	118,836,500	122,560,300
10						
11 Other Non-Tax Revenue	73,683,900	73,684,000	73,684,000	73,684,000	73,684,000	73,684,000
12						
13 Total General Fund Revenues	463,500,000	477,069,600	491,165,300	505,808,400	521,020,700	536,825,600
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance for Operating Budget	4,330,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
16						
17						
18						
19 Total General Fund revenues and other sources	467,830,000	481,069,600	495,165,300	509,808,400	525,020,700	540,825,600
20						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,340,500	0	0	0	0	0
23 Other Special Revenue (donations/charges)	87,672,800	90,302,900	93,012,000	95,802,400	98,676,500	101,636,700
24 New Sewer Fee Revenues	0	0	0	0	0	0
25 Equipment Replacement Fund	4,046,000	4,167,400	4,292,400	4,421,100	4,553,800	4,690,400
26						
27 Total Special Revenue & Other Funds	94,059,300	94,470,300	97,304,400	100,223,500	103,230,300	106,327,100
28						
29 Total Revenues, All Funds	561,889,300	575,539,900	592,469,700	610,031,900	628,251,000	647,152,700
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	202,923,400	212,257,900	222,021,700	232,234,700	242,917,500	254,091,700
34 City Non-personnel, including Transit	128,953,000	135,326,200	142,049,800	149,146,200	156,639,400	164,555,400
35 Debt service	27,971,000	29,828,400	32,726,000	36,239,600	36,048,500	34,567,200
36 Cash capital	18,859,700	28,839,300	25,421,000	26,622,100	27,271,400	21,318,500
37						
38 Schools Personnel	153,879,700	161,573,600	169,652,300	178,134,900	187,041,700	196,393,800
39 Schools Non-personnel	29,302,500	29,654,100	30,010,000	30,370,100	30,734,500	31,103,300
40						
41 Total Expenditures	561,889,300	597,479,500	621,880,800	652,747,600	680,653,000	702,029,900
42						
43 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	-21,939,600	-29,411,100	-42,715,700	-52,402,000	-54,877,200
44						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.9%	0.9%	1.0%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	3.0%	3.0%	3.3%	3.1%	2.8%	2.5%
52 Debt Service as % of General Expenditures	5.0%	5.0%	5.3%	5.6%	5.3%	4.9%
53 Unreserved Fund Balance as a % of General Fund Revenue	11.7%	Not projected	Not projected	Not projected	Not projected	Not projected
54						
55						
56						

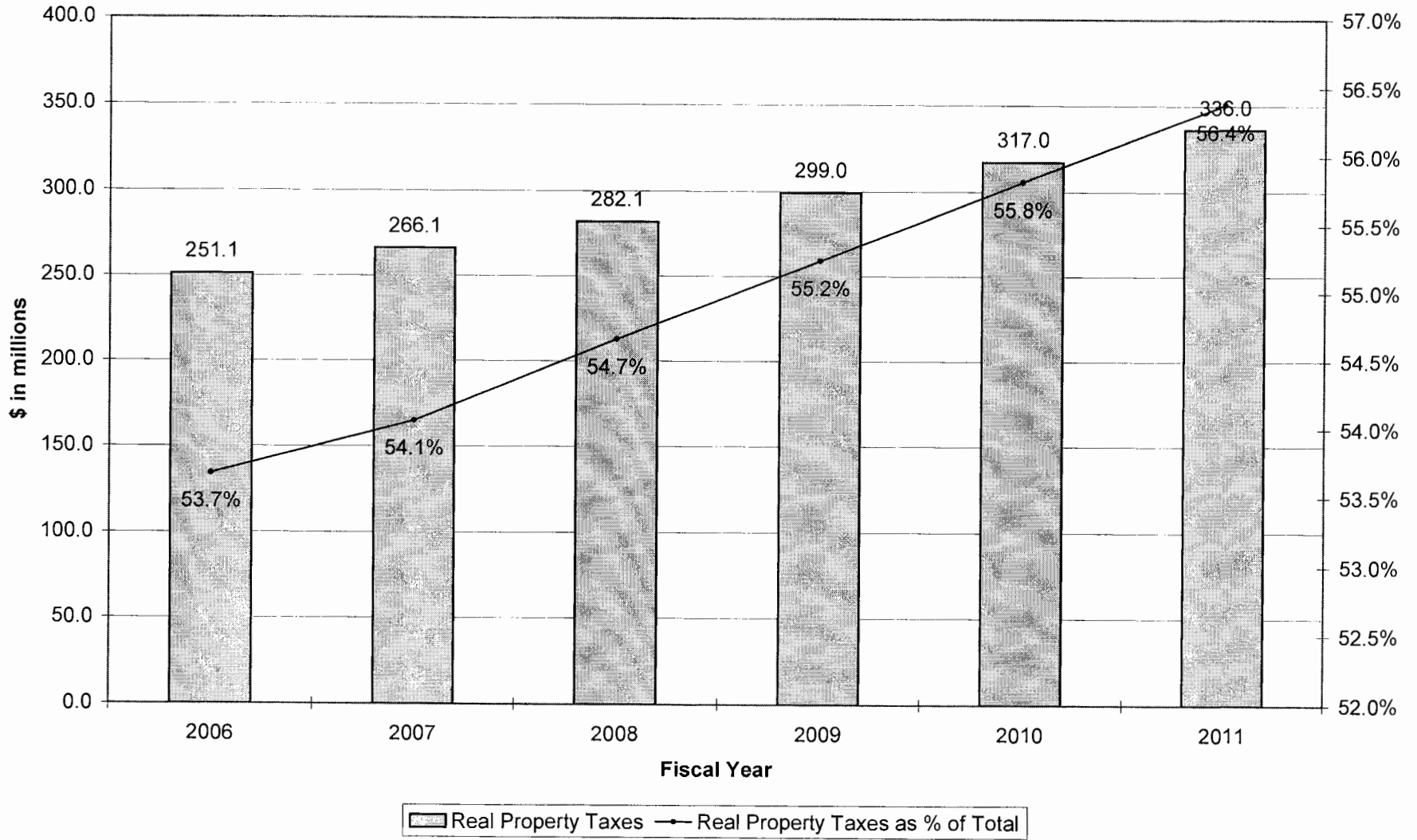
Mid-Range Growth Forecast Scenario

	FY 2006 Approved	FY 2007 Forecast	FY 2008 Forecast	FY 2009 Forecast	FY 2010 Forecast	FY 2011 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	251,056,900	266,120,200	282,087,400	299,012,700	316,953,400	335,970,600
4 Personal property tax	32,000,000	32,960,000	33,948,800	34,967,300	36,016,300	37,096,800
5 Penalties and interest	1,500,000	1,515,000	1,530,200	1,545,500	1,560,900	1,576,500
6						
7 Total general property tax revenue	284,556,900	300,595,200	317,566,400	335,525,500	354,530,600	374,643,900
8						
9 Other Local Tax Revenue	105,259,200	110,186,800	115,377,900	120,847,700	126,612,400	132,689,200
10						
11 Other Non-Tax Revenue	73,683,900	75,374,100	77,109,800	78,892,300	80,722,900	82,603,100
12						
13 Total General Fund Revenues	463,500,000	486,156,100	510,054,100	535,265,500	561,865,900	589,936,200
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	4,330,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
17						
18						
19 Total General Fund revenues and other	467,830,000	492,156,100	516,054,100	541,265,500	567,865,900	595,936,200
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,340,500	0	0	0	0	0
23 Other Special Revenue (donations/charges)	87,672,800	90,302,900	93,012,000	95,802,400	98,676,500	101,636,700
24 New Sewer Fee Revenues	0	0	0	0	0	0
25 Equipment Replacement Fund	4,046,000	4,167,400	4,292,400	4,421,100	4,553,800	4,690,400
26						
27 Total Special Revenue & Other Funds	94,059,300	94,470,300	97,304,400	100,223,500	103,230,300	106,327,100
28						
29 Total Revenues, All Funds	561,889,300	586,626,400	613,358,500	641,489,000	671,096,200	702,263,300
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	202,923,400	212,257,900	222,021,700	232,234,700	242,917,500	254,091,700
34 City Non-personnel, including Transit	128,953,000	135,326,200	142,049,800	149,146,200	156,639,400	164,555,400
35 Debt service	27,971,000	29,828,400	32,726,000	36,239,600	36,048,500	34,567,200
36 Cash capital	18,859,700	28,839,300	25,421,000	26,622,100	27,271,400	21,318,500
37						
38 Schools Personnel	153,879,700	161,573,600	169,652,300	178,134,900	187,041,700	196,393,800
39 Schools Non-personnel	29,302,500	29,654,100	30,010,000	30,370,100	30,734,500	31,103,300
40						
41 Total Expenditures	561,889,300	597,479,500	621,880,800	652,747,600	680,653,000	702,029,900
42						
43 Excess/(Shortfall) of Revenues and Other	0	-10,853,100	-8,522,300	-11,258,600	-9,556,800	233,400
44 Sources over Expenditures and Other Uses						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.9%	0.9%	1.0%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	3.0%	3.1%	3.3%	3.2%	2.8%	2.5%
52 Debt Service as % of General Estimated Expenditures	5.0%	5.0%	5.3%	5.6%	5.4%	5.0%
53 Unreserved Fund Balance as a % of General Fund Revenue	11.7%	Not projected	Not projected	Not projected	Not projected	Not projected
54						
55						
56						

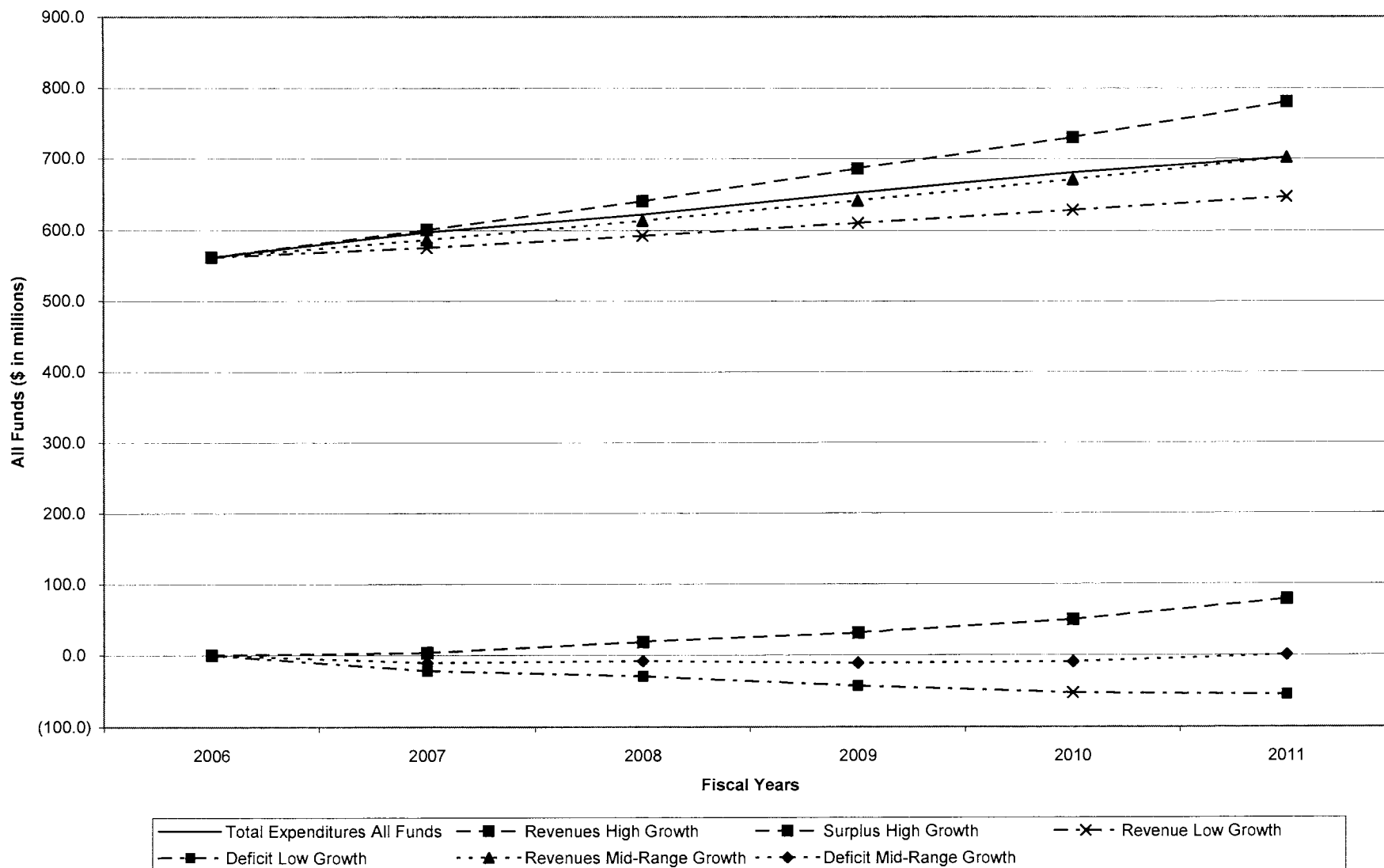
High Growth Forecast Scenario

	FY 2006 Approved	FY 2007 Forecast	FY 2008 Forecast	FY 2009 Forecast	FY 2010 Forecast	FY 2011 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	251,056,900	273,651,900	298,280,600	325,125,800	354,387,200	386,282,000
4 Personal property tax	32,000,000	33,600,000	35,280,000	37,044,000	38,896,200	40,841,000
5 Penalties and interest	1,500,000	1,530,000	1,560,600	1,591,800	1,623,600	1,656,100
6						
7 Total general property tax revenue	284,556,900	308,781,900	335,121,200	363,761,600	394,907,000	428,779,100
8						
9 Other Local Tax Revenue	105,259,200	112,535,300	120,369,400	128,806,900	137,896,800	147,692,500
10						
11 Other Non-Tax Revenue	73,683,900	76,587,600	79,620,900	82,789,900	86,101,100	89,561,200
12						
13 Total General Fund Revenues	463,500,000	497,904,800	535,111,500	575,358,400	618,904,900	666,032,800
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	4,330,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
17						
18						
19 Total General Fund revenues and other	467,830,000	505,904,800	543,111,500	583,358,400	626,904,900	674,032,800
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,340,500	0	0	0	0	0
23 Other Special Revenue (donations/charges)	87,672,800	90,302,900	93,012,000	95,802,400	98,676,500	101,636,700
24 New Sewer Fee Revenues	0	0	0	0	0	0
25 Equipment Replacement Fund	4,046,000	4,167,400	4,292,400	4,421,100	4,553,800	4,690,400
26						
27 Total Special Revenue & Other Funds	94,059,300	94,470,300	97,304,400	100,223,500	103,230,300	106,327,100
28						
29 Total Revenues, All Funds	561,889,300	600,375,100	640,415,900	683,581,900	730,135,200	780,359,900
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	202,923,400	212,257,900	222,021,700	232,234,700	242,917,500	254,091,700
34 City Non-personnel, including Transit	128,953,000	135,326,200	142,049,800	149,146,200	156,639,400	164,555,400
35 Debt service	27,971,000	29,828,400	32,726,000	36,239,600	36,048,500	34,567,200
36 Cash capital	18,859,700	28,839,300	25,421,000	26,622,100	27,271,400	21,318,500
37						
38 Schools Personnel	153,879,700	161,573,600	169,652,300	178,134,900	187,041,700	196,393,800
39 Schools Non-personnel	29,302,500	29,654,100	30,010,000	30,370,100	30,734,500	31,103,300
40						
41 Total Expenditures	561,889,300	597,479,500	621,880,800	652,747,600	680,653,000	702,029,900
42						
43 Excess/(Shortfall) of Revenues and Other	0	2,895,600	18,535,100	30,834,300	49,482,200	78,330,000
44 Sources over Expenditures and Other Uses						
45						
46						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.9%	0.9%	1.0%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	3.0%	3.1%	3.3%	3.2%	2.8%	2.5%
52 Debt Service as % of General Estimated Expenditures	5.0%	5.0%	5.3%	5.6%	5.4%	5.0%
53 Unreserved Fund Balance as a % of General Fund Revenue	11.7%	Not projected	Not projected	Not projected	Not projected	Not projected
54						
55						
56						

Real Property Tax Revenues in Mid Range Scenario (Assumes 6% Growth)



Long Range Forecast Scenarios



Personnel Summary

**ANALYSIS OF PERSONNEL CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

	FY 2005 Positions				FY 2006 Positions			
	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)
Legislative and Executive								
City Council	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00
City Manager	16.00	0.00	0.00	16.00	16.00	0.00	0.00	16.00
City Attorney	15.00	0.00	0.00	15.00	15.00	0.00	0.00	15.00
City Clerk and Clerk of Council	<u>3.00</u>	<u>0.75</u>	<u>0.00</u>	<u>3.75</u>	<u>4.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.00</u>
Subtotal Legislative and Executive	48.00	0.75	0.00	48.75	49.00	0.00	0.00	49.00
Courts and Constitutional Officers								
18th Circuit Court	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00
18th General District Court	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Clerk of Court	22.00	0.00	2.00	24.00	23.00	0.00	1.00	24.00
Commonwealth Attorney	28.00	1.75	1.00	30.75	29.00	1.63	0.00	30.63
Court Services Unit	8.00	0.00	0.00	8.00	9.00	0.00	0.00	9.00
Juvenile and Domestic Relations Court	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Law Library	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00
Other Public Safety & Justice	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Registrar of Voters	4.00	1.40	0.00	5.40	6.00	0.60	0.00	6.60
Sheriff	<u>212.00</u>	<u>0.00</u>	<u>0.00</u>	<u>212.00</u>	<u>212.00</u>	<u>0.00</u>	<u>0.00</u>	<u>212.00</u>
Subtotal Courts and Const. Officers	288.00	3.15	3.00	294.15	293.00	2.23	1.00	296.23
General Government								
Citizen Assistance	7.00	0.75	0.00	7.75	7.00	0.75	0.00	7.75
Finance	92.00	6.50	0.00	98.50	93.00	5.75	0.00	98.75
General Services	73.00	0.50	8.00	81.50	77.00	0.50	4.00	81.50
Human Rights	5.00	0.00	1.00	6.00	5.00	0.00	1.00	6.00
Information Technology Services	57.00	0.50	0.00	57.50	59.00	0.50	0.00	59.50
Internal Audit	2.00	0.00	0.00	2.00	2.00	0.00	0.00	2.00
Management and Budget	10.00	0.00	0.00	10.00	10.00	0.00	0.00	10.00
Office on Women	19.00	0.50	0.00	19.50	19.00	0.50	0.00	19.50
Personnel Services	22.00	1.33	1.00	24.33	23.00	0.58	1.00	24.58
Real Estate	<u>13.00</u>	<u>0.00</u>	<u>0.00</u>	<u>13.00</u>	<u>14.00</u>	<u>0.00</u>	<u>0.00</u>	<u>15.00</u>
Subtotal General Government	300.00	10.08	10.00	320.08	309.00	8.58	6.00	324.58

**ANALYSIS OF PERSONNEL CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

	FY 2005 Positions				FY 2006 Positions			
	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)
Operating Agencies								
<u>Public Safety</u>								
Fire	293.00	0.50	15.00	308.50	296.00	0.50	14.00	310.50
Police	443.00	2.62	12.00	457.62	456.00	2.62	8.00	466.62
Subtotal Public Safety	736.00	3.12	27.00	766.12	752.00	3.12	22.00	777.12
<u>Health and Welfare</u>								
Alexandria Health Department	8.00	9.01	0.00	17.01	9.00	8.84	0.00	17.84
Human Services	235.00	5.80	8.00	248.80	229.00	6.80	8.00	243.80
Ment. Health, Ment. Retardation, Subst. Abuse	268.00	69.72	0.00	337.72	278.00	70.32	0.00	348.32
Subtotal Health and Welfare	511.00	84.53	8.00	603.53	516.00	85.96	8.00	609.96
<u>Community Development</u>								
Housing	20.00	0.00	0.00	20.00	20.00	0.00	0.00	20.00
Planning and Zoning	37.00	1.00	3.00	41.00	37.00	1.00	4.00	42.00
Subtotal Community Development	57.00	1.00	3.00	61.00	57.00	1.00	4.00	62.00
<u>Parks, Recreation and Cultural</u>								
Historic Alexandria	17.00	12.38	0.00	29.38	17.00	12.38	0.00	29.38
Library	54.00	27.33	0.00	81.33	55.00	26.45	0.00	81.45
Recreation, Parks & Cultural Affairs	133.00	50.83	0.00	183.83	136.00	53.48	0.00	189.48
Subtotal Parks, Recreation and Cultural	204.00	90.54	0.00	294.54	208.00	92.31	0.00	300.31
<u>Public Works</u>								
T&ES	189.00	0.00	5.00	194.00	191.00	0.00	8.00	199.00
Subtotal Public Works	189.00	0.00	5.00	194.00	191.00	0.00	8.00	199.00
Subtotal Operating Agencies	1697.00	179.19	43.00	1919.19	1724.00	182.39	42.00	1948.39
Grand Total	2333.00	193.17	56.00	2582.17	2375.00	193.20	49.00	2618.20

**ANALYSIS OF PERSONNEL CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

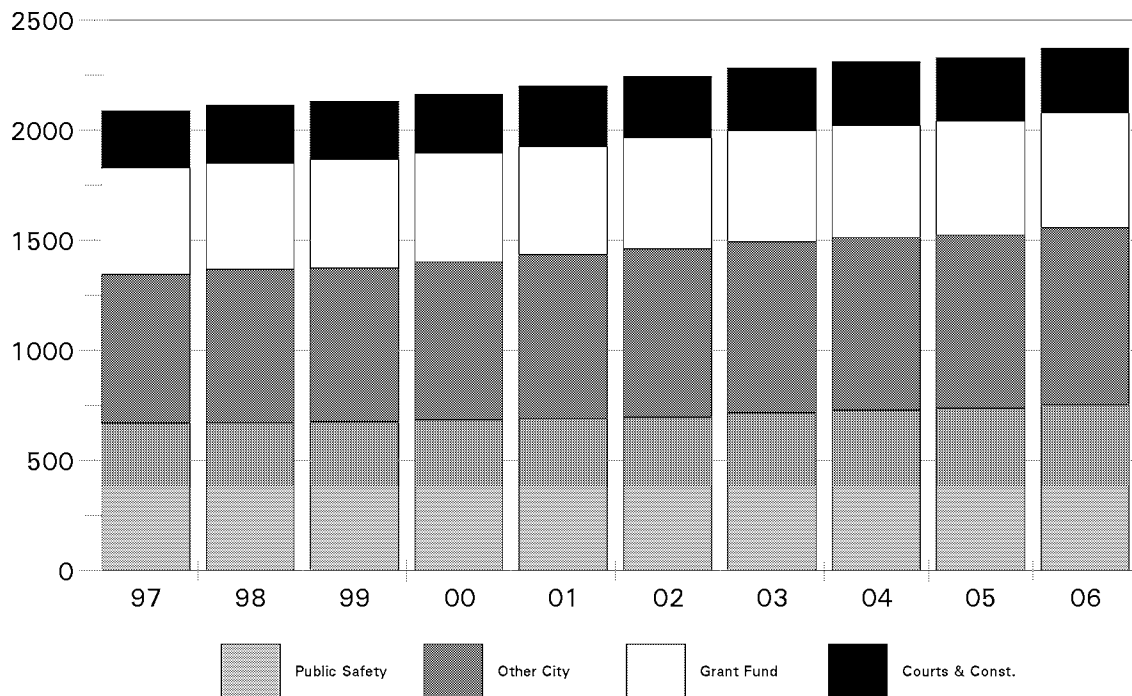
	Change in Positions or FTE				Percent Change in Positions or FTE			
	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)
Legislative and Executive								
City Council	0.00	0.00	0.00	0.00	0.0%	NA	NA	0.0%
City Manager	0.00	0.00	0.00	0.00	0.0%	NA	NA	0.0%
City Attorney	0.00	0.00	0.00	0.00	0.0%	NA	NA	0.0%
City Clerk and Clerk of Council	<u>1.00</u>	<u>-0.75</u>	<u>0.00</u>	<u>0.25</u>	<u>33.3%</u>	<u>-100.0%</u>	<u>NA</u>	<u>6.7%</u>
Subtotal Legislative and Executive	1.00	-0.75	0.00	0.25	2.1%	-100.0%	NA	0.5%
Courts and Constitutional Officers								
18th Circuit Court	0.00	0.00	0.00	0.00	0.0%	NA	NA	0.0%
18th General District Court	0.00	0.00	0.00	0.00	NA	NA	NA	NA
Clerk of Court	1.00	0.00	-1.00	0.00	4.5%	NA	-50.0%	0.0%
Commonwealth Attorney	1.00	-0.12	-1.00	-0.12	3.6%	-6.9%	-100.0%	-0.4%
Court Services Unit	1.00	0.00	0.00	1.00	12.5%	NA	NA	12.5%
Juvenile and Domestic Relations Court	0.00	0.00	0.00	0.00	NA	NA	NA	NA
Law Library	0.00	0.00	0.00	0.00	0.0%	NA	NA	0.0%
Other Public Safety & Justice	0.00	0.00	0.00	0.00	NA	NA	NA	NA
Registrar of Voters	2.00	-0.80	0.00	1.20	50.0%	-57.1%	NA	22.2%
Sheriff	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>	<u>NA</u>	<u>NA</u>	<u>0.0%</u>
Subtotal Courts and Const. Officers	5.00	-0.92	-2.00	2.08	1.7%	-29.2%	-66.7%	0.7%
General Government								
Citizen Assistance	0.00	0.00	0.00	0.00	0.00	0.00	NA	0.0%
Finance	1.00	-0.75	0.00	0.25	0.01	-0.12	NA	0.3%
General Services	4.00	0.00	-4.00	0.00	0.05	0.00	-0.50	0.0%
Human Rights	0.00	0.00	0.00	0.00	0.00	NA	0.00	0.0%
Information Technology Services	2.00	0.00	0.00	2.00	0.04	0.00	NA	3.5%
Internal Audit	0.00	0.00	0.00	0.00	0.00	NA	NA	0.0%
Management and Budget	0.00	0.00	0.00	0.00	0.00	NA	NA	0.0%
Office on Women	0.00	0.00	0.00	0.00	0.00	0.00	NA	0.0%
Personnel Services	1.00	-0.75	0.00	0.25	0.05	-0.56	0.00	1.0%
Real Estate	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>	<u>0.08</u>	<u>NA</u>	<u>NA</u>	<u>15.4%</u>
Subtotal General Government	9.00	-1.50	-4.00	4.50	3.0%	-14.9%	-40.0%	1.4%

**ANALYSIS OF PERSONNEL CHANGES
FY 2005 APPROVED BUDGET
TO
FY 2006 APPROVED BUDGET**

	Change in Positions or FTE				Percent Change in Positions or FTE			
	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)	Full-time Permanent	Part-time (FTE)	Authorized Overhires	Total (FTE)
<u>Public Safety</u>								
Fire	3.00	0.00	-1.00	2.00	0.01	0.00	-0.07	0.6%
Police	<u>13.00</u>	<u>0.00</u>	<u>-4.00</u>	<u>9.00</u>	<u>0.03</u>	<u>0.00</u>	<u>-0.33</u>	<u>2.0%</u>
Subtotal Public Safety	16.00	0.00	-5.00	11.00	2.2%	0.0%	-18.5%	1.4%
<u>Health and Welfare</u>								
Alexandria Health Department	1.00	-0.17	0.00	0.83	0.13	-0.02	NA	4.9%
Human Services	-6.00	1.00	0.00	-5.00	-0.03	0.17	0.00	-2.0%
Ment. Health, Ment. Retardation, Subst. Abuse	<u>10.00</u>	<u>0.60</u>	<u>0.00</u>	<u>10.60</u>	<u>0.04</u>	<u>0.01</u>	<u>NA</u>	<u>3.1%</u>
Subtotal Health and Welfare	5.00	1.43	0.00	6.43	1.0%	1.7%	0.0%	1.1%
<u>Community Development</u>								
Housing	0.00	0.00	0.00	0.00	0.00	NA	NA	0.0%
Planning and Zoning	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.33</u>	<u>2.4%</u>
Subtotal Community Development	0.00	0.00	1.00	1.00	0.0%	0.0%	33.3%	1.6%
<u>Parks, Recreation and Cultural</u>								
Historic Alexandria	0.00	0.00	0.00	0.00	0.00	0.00	NA	0.0%
Library	1.00	-0.88	0.00	0.12	0.02	-0.03	NA	0.1%
Recreation, Parks & Cultural Affairs	<u>3.00</u>	<u>2.65</u>	<u>0.00</u>	<u>5.65</u>	<u>0.02</u>	<u>0.05</u>	<u>NA</u>	<u>3.1%</u>
Subtotal Parks, Recreation and Cultural	4.00	1.77	0.00	5.77	2.0%	2.0%	NA	2.0%
0								
<u>Public Works</u>								
T&ES	<u>2.00</u>	<u>0.00</u>	<u>3.00</u>	<u>5.00</u>	<u>0.01</u>	<u>NA</u>	<u>0.60</u>	<u>2.6%</u>
Subtotal Public Works	2.00	0.00	3.00	5.00	1.1%	NA	60.0%	2.6%
Subtotal Operating Agencies	27.00	3.20	-1.00	29.20	1.6%	1.8%	-2.3%	1.5%
Grand Total	42.00	0.03	-7.00	36.03	1.8%	0.0%	-12.5%	1.4%

CHANGES IN FULL-TIME POSITIONS

FY 1997 - FY 2006



Changes in Full-Time Positions
Five Year Summary
(FY 2002 - FY 2006)

	2002	2003	2004	2005	2006	
• <u>Public Safety Departments</u>						
Fire	276	284	287	293	296	/1
Police	<u>420</u>	<u>430</u>	<u>440</u>	<u>443</u>	<u>456</u>	/2
Sub-total Public Safety	<u>696</u>	<u>714</u>	<u>727</u>	<u>736</u>	<u>752</u>	
• <u>Other City-Funded Departments and Agencies</u>						
Citizen Assistance	7	7	7	7	7	
City Attorney	15	15	15	15	15	
City Council and Administrative Aides	14	14	14	14	14	
City Clerk	3	3	3	3	4	/3
City Manager	16	16	16	16	16	
Finance	87	92	91	92	93	/4
General Services	72	73	73	73	77	/5
Health	7	7	6	8	9	/6
Historic Alexandria	16	17	17	17	17	
Human Rights	4	5	5	5	5	
Information Technology Services	54	56	57	57	59	/7
Internal Audit	2	2	2	2	2	
Library	53	52	52	54	55	/8
Management and Budget	11	10	10	10	10	
Office on Women	18	18	19	19	19	
Personnel Services	20	21	22	22	23	/9
Planning and Zoning	33	35	35	37	37	
Real Estate Assessments	11	11	12	13	14	/10
Recreation, Parks and Cultural Activities	127	128	128	133	136	/11
Transportation & Environmental Services	<u>195</u>	<u>195</u>	<u>199</u>	<u>189</u>	<u>191</u>	/12
Sub-total Other City-Funded	<u>765</u>	<u>777</u>	<u>783</u>	<u>786</u>	<u>803</u>	

Changes in Full-Time Positions (continued)

	2002	2003	2004	2005	2006	
• <u>Predominantly Grant-Funded Departments</u>						
Housing	20	20	20	20	20	
Human Services	223	230	234	235	229	/13
Mental Health, Mental Retardation & Substance Abuse	<u>261</u>	<u>255</u>	<u>257</u>	<u>268</u>	<u>278</u>	/14
Sub-total Grant Funded Departments	<u>504</u>	<u>505</u>	<u>511</u>	<u>523</u>	<u>527</u>	
• Courts & Constitutional Officers						
Circuit Court	13	13	13	13	13	
Clerk of Courts	21	21	22	22	23	/15
Commonwealth's Attorney	29	30	30	28	29	/16
Court Service Unit	8	8	8	8	9	/17
Law Library	1	1	1	1	1	
Registrar of Voters	4	4	4	4	6	/18
Sheriff	<u>202</u>	<u>211</u>	<u>211</u>	<u>212</u>	<u>212</u>	
Sub-total Courts & Constitutional Officers	<u>278</u>	<u>288</u>	<u>289</u>	<u>288</u>	<u>293</u>	
TOTAL CITY FULL-TIME EMPLOYEES	<u>2,243</u>	<u>2,284</u>	<u>2,310</u>	<u>2,333</u>	<u>2,375</u>	
TOTAL CITY PART-TIME & AUTHORIZED OVERHIRES				249.17	242.20	
TOTAL CITY EMPLOYEES				<u>2,582.17</u>	<u>2,618.20</u>	
NET CHANGE CITY EMPLOYEES					<u>35.83</u>	
TOTAL SCHOOL EMPLOYEES	<u>2,091</u>	<u>2,098</u>	<u>2,079</u>	<u>2,082</u>	<u>2,116</u>	/19

FY 2006 Notes:

- /1 - Reflects the addition of one Deputy Fire Marshal position to staff the Fire Prevention Section in Code Enforcement as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels; the addition of one Records Manager position in Code Enforcement to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau; and the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.

Changes in Full-Time Positions (continued)

- /2 - Reflects the addition of 14 police officers to help address staffing needs in Patrol; the addition of one Radio Technician position to assist the City's Radio Manager with the increased workload due to an increase in the number of users and the upgrade and expansion of the City's Public Safety Radio System; the elimination of four Parking Enforcement Officer (PEO) positions as a recommended marginal service reduction; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to be added in FY 2005 to full-time permanent positions.
- /3 - Reflects the conversion of a part-time (0.75 FTE) Secretary I position to full-time (1.0 FTE) status.
- /4 - Reflects the conversion of one part-time Revenue Collection Specialist position to full-time to improve efficiencies in the Department.
- /5 - Reflects the conversion of one overhire Space Planner position in the Administration Division and three overhire Construction Field Representative positions in the Capital Projects Division to full-time permanent.
- /6 - Reflects the addition of one full-time staff for the new "Partnership for a Healthier Alexandria."
- /7 - Reflects the addition of an E-Government Systems Administrator position and an E-Government Developer position, both in lieu of more expensive contracting.
- /8 - Reflects the conversion of a part-time (.88 FTE) Library Assistant II position to a full-time (1.0 FTE) position.
- /9 - Reflects the conversion of one part-time (0.75 FTE) Personnel Clerk I position to a full-time position, to provide additional administrative support in the Benefits and Records Division.
- /10 - Reflects the addition of a Supervisory Real Estate Appraiser position to assist with the valuation of Commercial property.
- /11 - Reflects approved supplemental funding for a full-time Events Manager, a full-time administrative position (resulting from combining two part-time positions), and two full-time Planner positions (formerly two unfunded positions). A part-time Equipment Maintenance position at a higher grade was created from the elimination of a lower grade full-time Equipment Operator position.
- /12 - Reflects the addition of one Air Pollution Control Specialist position, and one Safety Officer position to be shared by T&ES and General Services.
- /13 - Reflects the loss of 9.0 grant-funded positions in *JobLink* and approved supplemental funding for 1.0 City-funded FTE in the *JobLink* division to assist with Youth Employment Services; 1.0 FTE caseworker to handle the increase in volume since the Child Day Care Fee System income eligibility guidelines were increased to 250% of poverty; and 1.0 FTE Mental Health Therapist III for the Child Assessment and Treatment Center.
- /14 - Reflects the addition of four full-time positions for maintenance at 63 City supported residential units and leased office space, as opposed to contracting out for service; one full-time Records Administrator position; one full-time bilingual Mental Health Therapist for the jail; one full-time Assistant Residential Coordinator for week-end and after-hours coverage; and one full-time Residential Counselor for awake overnight coverage at an Assisted Living Facility. In addition, the Amended FY 2006 Plan of Services reflects the addition of one full-time Therapist I position previously contracted out, and one full-time Therapist III position, which is off-set by a decrease in part-time positions.
- /15 - Reflects the conversion of one overhire full-time clerical position to permanent status.

Changes in Full-Time Positions (continued)

- /16 - Reflects the conversion of one full-time prosecutor position, approved by the Virginia Compensation Board in FY 2004 for the prosecution of gang crimes, to a permanent position in FY 2006.
- /17 - Reflects approved funding for the addition of a Gang Prevention Specialist to coordinate local and regional gang intervention and prevention efforts.
- /18 - Reflects the addition of one full-time Administrative Assistant and one full-time Assistant Registrar position to provide additional administrative support in the department.
- /19 - Reflects the addition of a net 34 new positions included in the School Board's operating budget for FY 2006.

Summary of Position Changes Approved

Agencies with a reduction in Positions

Human Services	-9	Reflects the loss of 9 grant-funded positions in the <i>JobLink</i> Division.
Police	-4	Reflects the elimination of four Parking Enforcement Officer (PEO) positions as a recommended marginal service reduction.
Recreation, Parks and Cultural Activities	-1	Reflects the elimination of a lower grade full-time Equipment Operator position to create a higher grade part-time Equipment Operator position.
Various Departments	-6.17	Reflects the elimination of a number of part-time or temporary overhire positions.
SUBTOTAL, NET REDUCTIONS	-20.17	

Approved New Positions

Fire	3	Reflects the addition of one Deputy Fire Marshal position to staff the Fire Prevention Section in Code Enforcement as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels; the addition of one Records Manager position in Code Enforcement to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau; and the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.
Police	17	Reflects the addition of 14 police officers to help address staffing needs in Patrol; the addition of one Radio Technician position to assist the City's Radio Manager with the increased workload due to an increase in the number of users and the upgrade and expansion of the City's Public Safety Radio System; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions.

Summary of Position Changes Approved

Approved New Positions, continued

Mental Health, Mental Retardation & Substance Abuse	10	Reflects the addition of four full-time positions for maintenance at 63 City support residential units and leased office space, as opposed to contracting out for service; one full-time Records Administrator position; one full-time bilingual Mental Health Therapist for the jail; one full-time Assistant Residential Coordinator for week-end and after-hours coverage; and one full-time Residential Counselor for awake overnight coverage at an Assisted Living Facility. In addition, the Amended FY 2006 Plan of Services reflects the addition of one full-time Therapist I position previously contracted out, and one full-time Therapist III position, which is off-set by a decrease in part-time positions.
Human Services	3	Reflects the approved supplemental funding for 1.0 City-funded FTE in the JobLink division to assist with Youth Employment Services; 1.0 FTE caseworker to handle the increase in volume since the Child Day Care Fee System income eligibility guidelines were increased to 250% of poverty; and 1.0 FTE Mental Health Therapist III for the Child Assessment and Treatment Center.
General Services	4	Reflects the conversion of one over-hire Space Planner position in the Administration Division and three overhire Construction Field Representative positions in the Capital Projects Division to full-time permanent.
Information Technology Services	2	Reflects the addition of an E-Government Systems Administrator position and an E-Government Developer position, both in lieu of more expensive contracting.

Summary of Position Changes Approved

Approved New Positions, continued

Recreation, Parks and Cultural Activities	4	Reflects approved supplemental funding for a full-time Events Manager, a full-time administrative position (resulting from combining two part-time positions), and two full-time Planner positions (formerly two unfunded positions).
Registrar of Voters	2	Reflects the addition of one full-time Administrative Assistant and one full-time Assistant Registrar position to provide additional administrative support in the department.
Real Estate Assessments	1	Reflects the addition of a Supervisory Real Estate Appraiser position to assist with the valuation of Commercial property.
Transportation and Environmental & Services	2	Reflects the addition of one Air Pollution Control Specialist position and one Safety Officer position to be shared by T&ES and General Services.
City Clerk	1	Reflects the conversion of a part-time (0.75 FTE) Secretary I position to full-time (1.0 FTE) status.
Finance	1	Reflects the conversion of one part-time Revenue Collection Specialist position to full-time to improve efficiencies in the Department.
Library	1	Reflects the conversion of a part-time (.88 FTE) Library Assistant II position to a full-time (1.0 FTE) position.
Health	1	Reflects the addition of one full-time staff for the new "Partnership for a Healthier Alexandria."
Personnel	1	Reflects the conversion of one part-time (0.75 FTE) Personnel Clerk I position to a full-time position, to provide additional administrative support in the Benefits and Records Division.

Summary of Position Changes Approved

Approved New Positions, continued

Clerk of Court	1	Reflects the conversion of one overhire full-time clerical position to permanent status.
Commonwealth's Attorney	1	Reflects the conversion of one full-time prosecutor position, approved by the Virginia Compensation Board in FY 2004 for the prosecution of gang crimes, to a permanent City position in FY 2006.
Court Service Unit	1	Reflects approved funding for the addition of a Gang Prevention Specialist to coordinate local and regional gang intervention and prevention efforts.
SUBTOTAL, NEW FULL-TIME POSITIONS	56	
GRAND TOTAL, NET CHANGE IN POSITION COUNT	35.83	
(Does not include School positions)		

General Salary Adjustment History

The table below shows the General Salary Adjustments granted to City employees from FY 1986 through FY 2006, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate ^{/A} (for previous calendar year)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) ^{/B}	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) ^{/C}	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	2.0 (2001)
2003	2.5	3.6 (2002)
2004	2.0	2.2 (2003)
2005	2.0	3.9 (2004) ^{/D}
2006	2.0 (Approved)	

/A Source: National Consumer Price Index, all Urban Consumers for the Washington-Baltimore, DC-MD-VA-WV region (CPI-U-DC) 1996 = 100, Bureau of Labor Statistics, U.S. Department of Labor, average to average annual rate. The inflation data have been revised from previously published documents to show the CPI-U-DC, a regional measure of inflation, consistent with the inflation measure called for in the City's Compensation Philosophy.

/B In FY 1991, City Council approved a three percent general salary adjustment effective from July 1, 1990 to December 31, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25 percent.

/C In FY 1998, City Council approved a two percent general salary adjustment (COLA) effective July 1, 1997, plus a three percent market rate adjustment effective on January 1, 1998. City Council approved the market rate adjustment based on the results of a consultant survey that documented some City classifications were below market comparators.

/D Date shown is the March 2004 to March 2005 annual rate, the latest available at the time of budget approval.

City of Alexandria, Virginia

FY 2006 OPERATING BUDGET

Legislative and Executive

City Council
City Manager
City Attorney
City Clerk and Clerk of Council

CITY COUNCIL

301 King Street, Room 2300 • Alexandria, VA 22314 • 703.838.4930
The Honorable William D. Euille, Mayor • alexvamayor@aol.com

The City of Alexandria operates under the Council-Manager form of government. The elected City Council exercises all legislative authority and responsibility, while administrative authority is vested in the City Manager, who is appointed by the City Council.

The City Council determines policy by adopting ordinances and resolutions, appropriating monies, and exercising other essential legislative duties. The City Council is comprised of a Mayor and six Council Members elected at-large by the voters of Alexandria for a term of three years. The Mayor is elected by separate ballot, presides over meetings of the Council, and serves as the ceremonial head of government. Compensation levels for the Mayor and members of Council are defined in Section 2-1-4 of the City Code.

Council determines the needs to be addressed and the degree of service to be provided by the administrative branch of the City government. Under the City Charter, the Council has power to: determine policy in the fields of planning, traffic, law and order, public works, finance, social services and recreation; appoint and remove the City Manager, City Clerk and the City Attorney; adopt the budget, levy taxes, collect revenues and make appropriations; authorize the issuance of bonds by a bond ordinance; and appoint members of the Planning Commission and other City authorities, boards, commissions and committees.

Legislative meetings of City Council are held on the second and fourth Tuesdays of each month from September through June at 7:00 p.m. in Council Chambers, located on the second floor in City Hall. Public hearings are generally held on the Saturday following the second Tuesday of each month at 9:30 a.m. During July and August, Council is in recess.

The City of Alexandria has a strong commitment to citizen participation as evidenced by the number of citizen boards and commissions established by City Council. These bodies comprise a formal system through which citizens can advise City Council on all major issues affecting the City. Boards and commissions are responsible to City Council and appointments are made by Council at legislative meetings. Board and Commission position vacancies are advertised in local newspapers, on cable television and through civic associations. A listing of the current Boards and Commissions appears in the following Addendum Table.

CITY COUNCIL

TOTAL FINANCIAL RESOURCES

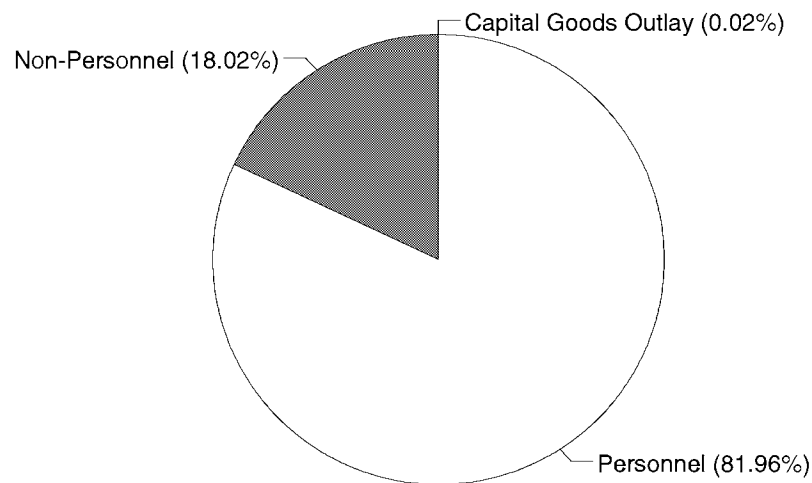
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	426,587	435,039	433,722	443,014
NON-PERSONNEL	88,341	101,530	97,387	97,387
CAPITAL GOODS OUTLAY	<u>90</u>	<u>0</u>	<u>120</u>	<u>120</u>
TOTAL EXPENDITURES	<u>515,018</u>	<u>536,569</u>	<u>531,229</u>	<u>540,521</u>
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>515,018</u>	<u>536,569</u>	<u>531,229</u>	<u>540,521</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 0.7%

PART-TIME POSITIONS (FTE) *	14.0	14.0	14.0	14.0
TOTAL AUTHORIZED POSITIONS	14.0	14.0	14.0	14.0

* The 14 positions reflected in these totals include the City Council's Administrative Aides. These positions are classified as permanent part-time positions.

FY 2006 Approved Expenditures by Type



CITY COUNCIL

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel decreased by \$1,317, or 0.3 percent. This decrease is attributable to a lower than previously budgeted health and benefits costs for all Council Aides and City Council, which is partially offset by the increase in City Council salaries (per ordinance passed on November 16, 2002, docket item #11).
- Non-Personnel - FY 2006 decrease in non-personnel is \$4,143, or 4.1 percent. For details on this decrease please see expenditure reductions described below.

Expenditure Reductions

- Efficiencies - the budget was reduced by \$2,756 as efficiency reductions in photocopying, postal and messenger services, and telecommunications costs. Other reductions totaling \$1,387 also occurred.

City Council Approved

- The Approved FY 2006 General Fund budget for City Council reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
-

CITY COUNCIL

Addendum Table Boards and Commissions

Alexandria Boards and Commissions

Ad Hoc Task Force to Review New Police Facility Sites
Ad Hoc Transportation Policy and Program Task Force
Affordable Housing Advisory Committee
Alexandria Housing Development Corp. Board of Directors
Alexandria-Caen Exchange Committee
Alexandria-Gyumri Sister City Committee
Alexandria Woodrow Wilson Bridge Neighborhood Task Force
Archaeological Commission
Beautification Commission
Board of Architectural Review/Old and Historic District
Board of Architectural Review/Parker-Gray District
Board of Zoning Appeals
Budget and Fiscal Affairs Advisory Committee
Building Code Board of Appeals
Carr/Norfolk Southern (Carlyle) Design Review Board
Citizen Corps Council
Commission for the Arts
Commission for Women
Commission on Aging
Commission on Employment
Commission on HIV/AIDS
Commission on Information Technology
Commission on Persons With Disabilities
Community Criminal Justice Board
Community Policy and Management Team
Community Services Board
Consumer Affairs Commission
Convention & Visitors Association Board of Governors
Early Childhood Commission
Economic Opportunities Commission
Emergency Medical Services Council
Environmental Policy Commission
Fair Housing Testing Program Advisory Committee
George Washington Birthday Celebration Committee
Historic Alexandria Resources Commission
Historical Restoration and Preservation Commission
Human Rights Commission
Industrial Development Authority
Landlord-Tenant Relations Board
Law Library Board
Library Board
Local Emergency Planning Committee
Martin Luther King, Jr. Work Group
Park and Recreation Commission
Planning Commission

Potomac Yard Design Advisory Committee
Public Health Advisory Commission
Public Records Advisory Commission

Alexandria Boards and Commissions, continued

Real Estate Assessments Review Board
Redevelopment and Housing Authority Board of Commissioners
Sanitation Authority
Sister Cities Committee
Social Services Advisory Board
Traffic and Parking Board
Transportation Safety Commission
Urban Design Advisory Committee
USS Alexandria Liaison Committee
Waterfront Committee
Youth Policy Commission

Regional Boards and Commissions with Alexandria Representation

Council of Government Chesapeake Bay Policy Committee
Council of Government Environment and Public Works Directors Committee
Council of Government Metropolitan Development Policy Committee
District Home Board
Health Systems Agency of Northern Virginia
Juvenile Detention Commission for Northern Virginia
Metropolitan Washington Council of Governments
Northern Virginia Community College Board
Northern Virginia Regional Commission
Northern Virginia Regional Park Authority
Northern Virginia Transportation Commission
Northern Virginia Transportation Coordinating Council's Citizens Advisory Committee
Occoquan Basin Committee
Regional Sanitation Advisory Board
Smoke Control Appeals Board
Washington Metropolitan Area Transit Authority

Public-Private Partnership Boards

Alexandria Convention and Visitors Association Board of Governors
Alexandria Economic Development Partnership Board

CITY MANAGER

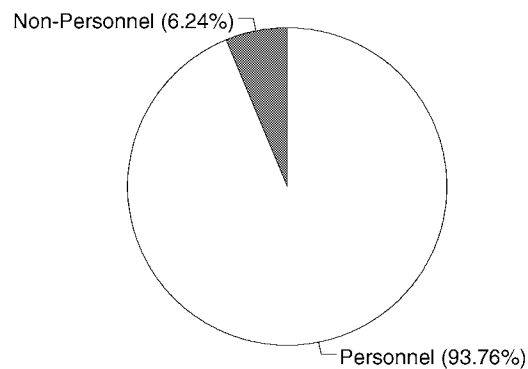
City Hall • 301 King Street, Room 3500 • Alexandria, VA 22314 • 703.838.4300
James K. Hartmann, City Manager • jim.hartmann@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To plan, organize, direct and coordinate all activities of the City government according to the policy directives of the City Council.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2005 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,652,565	1,821,503	1,845,533	1,923,327
NON-PERSONNEL	118,675	117,569	128,085	128,085
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,771,240</u>	<u>1,939,072</u>	<u>1,973,618</u>	<u>2,051,412</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,771,240</u>	<u>1,939,072</u>	<u>1,973,618</u>	<u>2,051,412</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 5.8%				
FULL-TIME POSITIONS	16.0	16.0	16.0	16.0
TOTAL AUTHORIZED POSITIONS	16.0	16.0	16.0	16.0

FY 2006 Approved Expenditures by Type



CITY MANAGER

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$61,012, or 3.3 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partly offset by the application of a vacancy factor of 2.0 percent, or \$36,982, yielding a net increase of \$24,030, or 1.3 percent.
- Non-Personnel - FY 2006 increase in non-personnel is \$10,516, or 9.0 percent.

Adjustments to Maintain Current Services and Policies

- Minor adjustments totaling \$10,516 were made to various line items to maintain current services.

City Council Approved

- The Approved FY 2006 General Fund budget for the City Manager's Office reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

DEPARTMENT DETAIL

The City Manager is appointed by the City Council to be the chief administrative officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of, and submits to the City Council, the annual operating and capital budgets and other such periodic financial and administrative reports as may be required. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial and school positions.

The Administration staff oversees the preparation and review of all City Council docket items, requests and retreat materials, serves as a liaison with City departments and with other governmental entities receiving funding from the City, but not reporting to the City Manager, and generally administers the City government.

The Public Information staff provides timely information about City government programs, services, activities and issues to the media and public. The Public Information staff uses a variety of communication tools including the FYI Alexandria resident newsletter, news releases, the City's web site, "eNews You Can Use" email alert subscription service, the City's cable TV channel 70, and the employee newsletter "City News." The staff also responds to media inquiries, coordinates the City's emergency communications and employee

CITY MANAGER

DEPARTMENT DETAIL

communications, assists other departments with communications and media relations, and organizes publicity plans for major City activities such as Days of Remembrance and the City's Annual Birthday Celebration.

The Legislative Liaison function prepares, in consultation with the City Manager, the City's annual legislative package for consideration by the City Council, advocates on legislative items of concern to the City during the General Assembly session, and monitors State and federal legislative activities so that appropriate action can be taken to advocate and safeguard the City's interests.

The Organizational Development function is a change agent within City Government, facilitating changes that are designed to increase the government's overall effectiveness, aligning workplace units and employees' behavior with the mission and values of the City, and enhancing the effectiveness of all employees.

The Business Facilitator serves as the City's principal liaison assisting small and medium-sized businesses in their regulatory and tax interactions with the City of Alexandria government.

INDICATORS AND MEASURES

OBJECTIVE: To represent the City's interests at the State level.

	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of items supported or opposed in City's Legislative package	20	34	28	25
Number of items from Legislative package approved or carried over by the General Assembly*	10	4	5	5
Number of General Assembly bills reviewed for impact to the City	2,826	3,006	3,000	3,000
Number of General Assembly bills on which the City took a position **	97	114	100	100
Number of these bills on which the City's position prevailed	59	62	60	60
Number of bills on which the City's position did not prevail	38	52	40	40

* It should be noted that the number of legislative package items receiving favorable treatment by the General Assembly is dependent upon how the majority of legislators from the entire State view the proposals.

** The City actually took a position on a greater number of bills than this figure represents. To the extent possible, however, duplicate or amended bills were only counted once. In addition, some of the bills on which the City took a position were significantly modified before they were passed and are not included in these statistics.

OBJECTIVE: To expand and improve communication with residents and businesses.*

	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of categories of available email alert subscriptions	N/A	7	10	15
Number of email alert subscription groups available	N/A	36	50	75
Number of email alert subscribers	N/A	2,553	5,000	7,500
Total number of email alert subscriptions	N/A	13,277	20,000	30,000

* New measure in FY 2004.

CITY ATTORNEY

301 King Street, Room 1300 • Alexandria, VA 22314 • 703.838.4433
 Ignacio Pessoa, City Attorney • ignacio.pessoa@alexandriava.gov

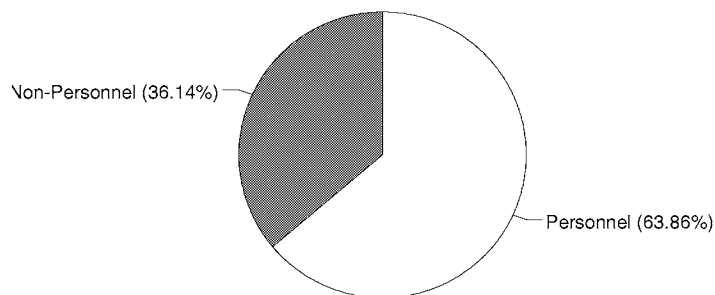
GOAL, FUNCTIONS & RESPONSIBILITIES: To provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents; to manage and reduce the liability risk and exposure incidents impacting City programs and operations, and to administer efficiently the City's insurance programs.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 * AMENDED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,158,962	1,358,232	1,459,421	1,493,309
NON-PERSONNEL	745,501	431,673	844,996	844,996
CAPITAL GOODS OUTLAY	<u>5,185</u>	<u>1,500</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,909,648</u>	<u>1,791,405</u>	<u>2,304,417</u>	<u>2,338,305</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,909,648</u>	<u>1,791,405</u>	<u>2,304,417</u>	<u>2,338,305</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 30.5%				
FULL-TIME POSITIONS	15.0	15.0	15.0	15.0
TOTAL AUTHORIZED POSITIONS	15.0	15.0	15.0	15.0

* The FY 2005 Approved budget has been amended to reflect the transfer of \$285,000 from the Non-Departmental Budget to the City Attorney's budget for outside legal fees.

FY 2006 Approved Expenditures by Type



CITY ATTORNEY

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$101,189 or 7.5 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partially offset by the application of a vacancy factor of 0.7 percent, or \$10,240.
- Non-Personnel - FY 2006 increase in non-personnel is \$413,323, or 95.7 percent. For details on this increase please see adjustments to maintain current services and policies, partially offset by expenditure reductions described below.

Adjustments to Maintain Current Services and Policies

- The transfer of \$285,000 from the Non-Departmental budget to the City Attorney's budget; also, an increase of \$415,000 to make a total budget for outside legal fees of \$700,000. This amount is estimated to be needed in FY 2006 based on an analysis of average actual expenditures for outside legal counsel over the last several years, and does not represent an increase in overall rate of expenditure.
- Increase in rent - \$3,419

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$10,240 described above, the department's budget was reduced by \$7,714 in efficiency reductions.

City Council Approved

- The Approved FY 2006 General Fund budget for the City Attorney's Office reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share costs increases. The FY 2006 approved budget also includes a new "P" step salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

DEPARTMENT DETAIL

Administration - The Office of the City Attorney is the legal advisor to the City Council, the City Manager, and all departments, boards, commissions and agencies of the City. It is responsible for preparing and reviewing ordinances and legal papers, providing legal opinions, representing the City in all litigation in State and federal courts, as well as representing the City in administrative proceedings involving personnel matters. The Office provides representation to the City's Department of Social Services in all child abuse and neglect matters in the Juvenile and Domestic Relations Court and does all of the City's civil penalty

CITY ATTORNEY

DEPARTMENT DETAIL

enforcement. The Office also assists the Department of Finance in tax enforcement by initiating litigation against delinquent taxpayers. The Office participates in the City's legislative program and staffs the City Council, the Planning Commission, the Traffic and Parking Board, the Board of Architectural Review and other City boards and commissions. The Office also responds to resident inquiries and participates in internal City investigations and City-initiated projects.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	1,619,820	1,484,494 *	1,984,282**	2,012,164 **
<u>FULL-TIME STAFFING</u>	12	12	12	12
* Reflects the transfer of \$285,000 from the Non-Departmental budget to the City Attorney's budget for outside legal fees. ** Funding includes an increase of \$415,000 for outside legal fees; partially offset by a 0.7 percent vacancy factor (\$10,240) and efficiency-based reductions (\$5,214).				

INDICATORS AND MEASURES

OBJECTIVE: [City Attorney] To prepare and review ordinances, legal papers and legal opinions for City Council.

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Written opinions issued*	50	55	50	60	60
Ordinances prepared for City Council**	57	60	57	60	60
Legal documents reviewed	252	281	250	200	200
Civil lawsuits closed during the year	35	35	30	35	35
Personnel grievance hearings (Step 5)***	3	0	0	8	8
Discrimination administrative claims (closed during year)	1	1	1	10	10

* The number of legal opinions issued is determined by the number of requests from City staff and City Council, and includes informal e-mail, as well as formal written responses.

** The number of ordinances prepared by the City Attorney may differ from the number of ordinances proposed by City Council (reported by the City Clerk) because an ordinance may be prepared and introduced to City Council, but not finally passed.

*** City personnel grievance cases in FY 2003 and FY 2004 were settled prior to Step 5 proceedings.

Risk Management - The Risk Management Division of the City Attorney's Office administers the City's loss control program. This program is designed to reduce, to the maximum extent feasible, risks to employees and the public that exist in the City work place and on City-owned properties. The loss control program also serves to protect against risks which may arise from the manner in which the City conducts its business, thereby reducing the City's exposure to employee and third party claims. The Risk Management Division manages the City's insurance portfolio and monitors the adjustment of claims filed against the City. The Risk Management Division also administers the City's workers' compensation program and provides training and information to City agencies and departments on specific means for avoiding and protecting against losses.

CITY ATTORNEY

DEPARTMENT DETAIL

	ACTUAL <u>FY 2004</u>	AMENDED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>DIVISION:</u> Risk Management				
General Fund Expenditures	289,828	306,911	320,135 *	326,141 *
<u>FULL-TIME STAFFING</u>	3	3	3	3
* Funding includes an adjustment for increased rent (\$3,419), partially offset by efficiency-based expenditure reductions (\$2,500).				

INDICATORS AND MEASURES

OBJECTIVE: [Risk Management] To recover compensation due to the City for losses resulting from third party negligence.

	Actual FY 2002*	Actual FY 2003*	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of incidents involving City property damage caused by third parties	45	93	53	100	100
Number of such incidents in which City losses were recovered from third parties	25	33	30	60	60
Total monies recovered from third parties	\$21,509	\$51,820	\$10,507	\$65,000	\$65,000
Total City losses caused by third parties	\$42,644	\$87,460	\$33,813	\$75,000	\$75,000

* Data have been revised from previously published documents to reflect more accurate reporting.

CITY CLERK AND CLERK OF COUNCIL

City Hall • 301 King Street, Room 2300 • Alexandria, VA 22314 • 703.838.4550
 Jackie Henderson, City Clerk and Clerk of Council • jackie.henderson@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To maintain the official record of the activities of the City Council, and to preserve and distribute this information in a timely and accurate manner.

OBJECTIVES:

- To prepare final resolutions and ordinances for distribution as rapidly as possible for availability to interested persons and staff.
- To maintain the official record of all Council meetings, and to prepare and assemble Council dockets and minutes in a prompt and accurate manner.
- To inform interested persons of all official City Council meetings, work sessions, and community meetings in a prompt and accurate manner.

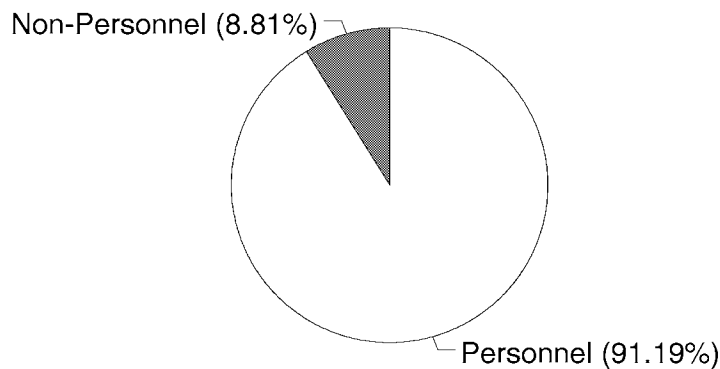
TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	340,730	272,662	301,335	308,344
NON-PERSONNEL	21,444	29,030	29,799	29,799
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>362,174</u>	<u>301,692</u>	<u>331,134</u>	<u>338,143</u>
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>362,174</u>	<u>301,692</u>	<u>331,134</u>	<u>338,143</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 12.1%				
FULL-TIME POSITIONS*	3.0	3.0	4.0	4.0
PART-TIME POSITIONS (FTE)	0.75	0.75	0.0	0.0
TOTAL AUTHORIZED POSITIONS	3.75	3.75	4.0	4.0

* Reflects converting a part-time (0.75 FTE) Secretary I position into a full-time (1.0 FTE) Secretary I position.

CITY CLERK AND CLERK OF COUNCIL

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$28,673, or 10.5 percent. This increase is attributable to the cost of employee merit adjustments and a supplemental budget request described below.
- Non-Personnel - FY 2006 increase in non-personnel is \$769, or 2.6 percent. For details on this increase please see adjustments to maintain current services and policies and expenditure reductions described below.

Adjustments to Maintain Current Services and Policies

- An adjustment to base was made in the amount of \$3,419 to properly reflect the depreciation costs for computer equipment replacement.

City Council Approved

- The Approved FY 2006 General Fund budget for the City Clerk and Clerk of Council reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

CITY CLERK AND CLERK OF COUNCIL

Supplemental Budget Request

Approved

- Conversion of a part-time Secretary I position to a full-time position \$15,470

Converting the part-time (0.75 FTE) Secretary I position to a full-time (1.0 FTE) Secretary I position will provide additional support for the day-to-day operations, reduce overtime and seasonal employee costs, increase office productivity, and decrease position turnover rate.

Expenditure Reductions

- Efficiencies - the budget reflects a reduction of \$2,050.

DEPARTMENT DETAIL

The City Clerk is appointed by City Council and serves as its secretary. The City Clerk is responsible for accurately recording the proceedings of all Council meetings, preserving the legislative history, preparing the Council docket and assembling Council docket material prepared by the City Manager's Office, City departments and other agencies. Copies of the docket and docket items may be obtained prior to Council meetings from the Clerk's Office, and via the City's web page, U.S. Mail, e-mail or fax. Agendas and meeting notices are posted in the Clerk's Office on the Public Notice Board.

The City Clerk is responsible for transcribing, printing, binding and indexing the Council minutes, ordinances and resolutions; for providing administrative support to the Mayor and Members of City Council; and for providing assistance to the public regarding City Council actions. The Clerk is responsible for the custody and use of the Corporate Seal of the City and maintains, as a matter of record, all documents considered by the City Council. Interested persons may listen to or purchase copies of audio tape recordings of City Council meetings in the City Clerk's Office.

In FY 1997, the City Clerk's Office began a pilot project to create all dockets using a new computer system, the Docket Storage and Retrieval System (DSR), and has automated the Council Meeting docket preparation and distribution process. An electronic archive of historic docket agendas and associated materials has also been created, allowing for on-line, full-text search of scanned materials, from FY 1992 through the current fiscal year, stored on digital optical media. During FY 1998, the pilot project was expanded to include public on-line access to current docket items, once the documents have been released to the City Council.

Interested persons without Internet access can research the on-line information at a public workstation located in the City Clerk's Office or at the City's public libraries. This project was completed in FY 2000 and is fully operational.

CITY CLERK AND CLERK OF COUNCIL

DEPARTMENT DETAIL

Effective in FY 2000, the Speaker's Form, which interested persons use to sign up to testify before City Council, became available on-line along with instructions for completion. This provides on-line access for people who wish to speak at a public hearing and is available until 5 p.m. the day preceding the public hearing meeting. Interested persons may still sign up by phone or in person.

The City Clerk's Office continues to annually microfilm Council records, ordinances, resolutions and minutes as required by the State's archival standard for City Council records. Generally, one year's legislative materials are referred to an outside vendor for filming each year. This permits the retrieval of Council records from microfilm, reducing research and copying time for citizens and staff. By utilizing the software on the Clerk's microfilm reader/printer, it is possible to scan the docket items from microfilm for e-mail or fax transmission.

The Clerk's office has worked with ITS in developing a database to convert its existing system of manual index cards to make information available electronically, with the goal of locating docket items on-line, by keyword search back to 1955 and ordinances back to 1922. This is an ongoing project.

The City Clerk is required by State law to issue, receive and maintain Statements of Economic Interest and Disclosure of Real Estate Holdings forms filed by members of the City Council, appointed officials, and other employees in positions of trust prior to the January 15 deadline of each year. In addition, City ordinances require the Clerk to issue and receive these forms for other officials and employees such as members of City boards, commissions and committees.

INDICATORS AND MEASURES

OBJECTIVE: To prepare final resolutions and ordinances for distribution as rapidly as possible for availability to interested persons and staff.*

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of resolutions approved per year**	33	38	41	40	40
Number of ordinances approved per year**	45	47	47	50	50
Percentage of resolutions completed within two days after a Council meeting	100%	100%	100%	100%	100%
Percentage of ordinances turned over to the City Attorney for completion within one day after Council meeting	100%	100%	100%	100%	100%

* The number of ordinances prepared by the City Attorney may exceed the number of ordinances approved because an ordinance may be prepared and introduced to Council but not passed, or if a large number of ordinance changes on related code sections are required, a single, consolidated ordinance may be approved.

** The number of resolutions and ordinances processed by the City Clerk's Office is determined by the actions of the City Council.

CITY CLERK AND CLERK OF COUNCIL

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To maintain the official record of all Council meetings, and to prepare and assemble Council dockets and minutes in a prompt and accurate manner.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of regular and special Council meetings	20	18	29	22	22
Number of public hearing meetings	12	10	10	10	10
Number of other meetings (such as Work Sessions, Retreats & other Community Meetings)	34	20	22	25	25
Percentage of action dockets completed within one day after meeting	100%	100%	100%	100%	100%
Percentage of meeting minutes completed within one month after meeting	100%	100%	100%	100%	100%

OBJECTIVE: To inform interested persons of all official City Council meetings, work sessions, and community meetings in a prompt and accurate manner.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of dockets distributed via U.S. Mail, per meeting	324	324	254	254	254
Number of dockets distributed via fax, per meeting	19	19	17	17	17
Number of newspaper advertisements for ordinances*	43	40	47	50	50
Number of newspaper advertisements for appeals*	12	2	8	10	10
Number of newspaper advertisements for special notices for meetings*	16	13	16	20	15
Percentage of dockets distributed within one day after completion	100%	100%	100%	100%	100%

* These figures are dependent upon the number of meetings held, the number of ordinances considered, and the number of appeals filed from various sources, all of which will vary from year to year.

Courts and Constitutional Officers

18th Circuit Court
18th General District Court
Clerk of Courts
Commonwealth's Attorney
Court Service Unit
Juvenile and Domestic Relations District Court
Law Library
Other Public Safety and Justice Activities
Registrar of Voters
Sheriff

18TH CIRCUIT COURT

520 King Street, Fourth Floor • Alexandria, VA 22314 • 703.838.4123

Donald M. Haddock, Chief Judge

GOALS, FUNCTIONS & RESPONSIBILITIES: To conduct trials for all criminal and civil cases before the Circuit Court. Under the authority of the Code of Virginia, Title 17-116, the Circuit Courts are courts of record, having jurisdiction over both original and appellate cases. In civil matters, the Court hears suits for money damages as well as equity matters, such as divorce cases; disputes concerning wills and estates; and controversies involving property. In criminal matters, the Circuit Court hears all felony cases and some misdemeanor cases. The Court hears appeals (civil and criminal) from the General District Court and from the Juvenile and Domestic Relations District Court.

OBJECTIVES:

- To conduct jury trials and hear civil and criminal cases, including appeals (civil and criminal) from the General District Court and from the Juvenile and Domestic Relations District Court.
- To serve as a depository of official records, such as deeds, mortgages, marriage licenses and other records kept in the public interest.
- To oversee the Alexandria Justice Information System (AJIS), an automated system which is the primary source of criminal and civil case information for the City of Alexandria.

TOTAL FINANCIAL RESOURCES

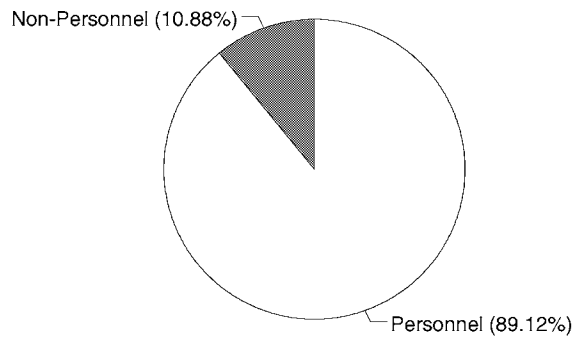
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	986,732	1,068,632	1,081,807	1,114,298
NON-PERSONNEL	109,740	149,443	136,097	136,097
CAPITAL GOODS OUTLAY	<u>9,345</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,105,817</u>	<u>1,218,075</u>	<u>1,217,904</u>	<u>1,250,395</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,105,817</u>	<u>1,218,075</u>	<u>1,217,904</u>	<u>1,250,395</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 2.7%

FULL-TIME POSITIONS	13.0	13.0	13.0	13.0
TOTAL AUTHORIZED POSITIONS	13.0	13.0	13.0	13.0

18TH CIRCUIT COURT

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$13,175, or 1.2 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partially offset by the application of a vacancy factor of 2.0 percent, or \$22,067.
- Non-Personnel - FY 2006 decrease in non-personnel is \$13,346, or 8.9 percent. This decrease is partially attributable to expenditure reductions described below and minor decreases in various line items.

City Council Approved

- The Approved FY 2006 General Fund budget for the 18th Circuit Court reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$22,067 described above, the budget was reduced by \$12,181 as efficiency-based expenditure reductions.

18TH CIRCUIT COURT

DEPARTMENT DETAIL

The Circuit Court serves as a depository of official records, such as deeds, mortgages, marriage licenses and other records kept in the public interest. The Judges of the Circuit Court are elected by a joint vote of the two houses of the Virginia General Assembly, are commissioned by the Governor, and serve terms of eight years. The State establishes and pays the salaries and benefits of the three Circuit Court Judges. In addition, the State provides funding, in the amount of \$4,500, to the City for office expenses associated with the three Circuit Court judges. The Court's full-time administrative positions, including the AJIS Coordinator and five AJIS support positions, are funded by the City.

AJIS has been and will be the primary source of criminal and civil case information for the City of Alexandria. Beginning with the issuance of a warrant, the system records the disposition of all criminal cases heard in the General District Court and each subsequent hearing in the Circuit Court. Specifically, the system records the judge, prosecutor, defense attorney, type of proceeding and court action for each court event. The system also serves as a criminal history repository for Alexandria criminal cases and as the warrant tracking system for the Police Department. Once an individual has been incarcerated at the Alexandria Detention Center, the Alexandria Justice Information System records information on his or her property, program involvement, behavioral infractions, medical concerns and classification. For civil actions, AJIS is equally comprehensive. The system tracks all Circuit Court civil litigation in the same manner as criminal cases, and provides court employees and the public with current case status data. In addition, the system provides indexing and management services for marriage licenses, name changes, wills, notaries, charters, concealed weapon permits, search warrants, conservators, and numerous other civil components of the judicial system.

AJIS is accessed regularly by approximately 600 users in 13 agencies, including Adult Probation and Parole, the Clerk of Court, Magistrates, the Judges' Chambers of the Circuit Court, the Juvenile and Domestic Relations District Court, the General District Court, the Commonwealth's Attorney's Office, the Department of Mental Health, Mental Retardation and Substance Abuse, the Office of Sheriff, the Police Department, the Public Defender's Office, the Office on Women and the Court Service Unit.

The Circuit Court of Alexandria maintains one of the most current criminal dockets in the State. The average time between indictment and trial in criminal cases is less than sixty days. Civil cases are tried or concluded within one year of their filing date.

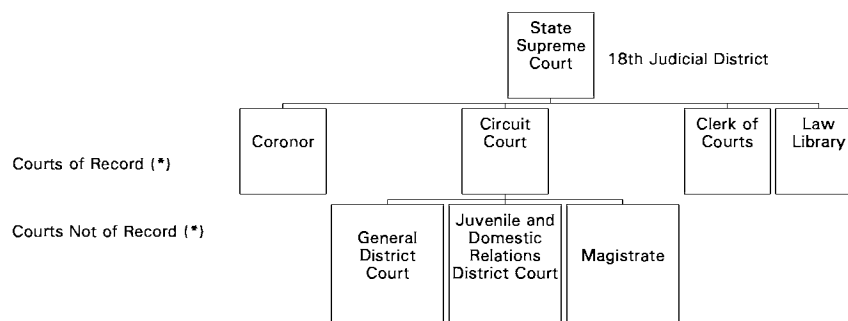
CASELOAD DATA: The table below reflects caseload reports from the Supreme Court of Virginia. A total of 4,770 new cases were filed in the Alexandria 18th Circuit Court in calendar year 2003, a decrease of 5.4 percent, as compared to calendar year 2002. Civil cases decreased by 8.9 percent and criminal cases increased by 0.2 percent. Concluded cases decreased 8.8 percent and pending cases increased 7.3 percent.

18TH CIRCUIT COURT

DEPARTMENT DETAIL

In calendar year 2003, the average caseload per judge was 1,590 as compared to 1,831 per judge, statewide. The Circuit Court's pending caseload per judge (487) continues to rank the lowest in the State. Approximately 96.5 percent of concluded civil cases reached termination within 12 months of filing. The 18th Circuit Court ranks number one, statewide, in this measure. Amongst 31 Circuit Courts, statewide, the 18th Circuit Court ranked second in calendar year 2003, in terms of the percentage of felonies tried/adjudicated within 120 days. Also, the 18th Circuit Court ranked first, concluding 82.7% of all misdemeanor cases within 60 days and 92.6% within 90 days.

Calendar Year	Cases Commenced	Cases Concluded	Pending Cases Per Judge
1994	5,087	4,928	633
1995	5,206	5,111	664
1996	5,401	5,168	742
1997	5,711	6,012	612
1998	5,509	5,652	564
1999	4,919	5,145	510
2000	4,788	4,958	476
2001	5,076	5,054	481
2002	5,040	5,122	454
2003	4,770	4,669	487



NOTES: (*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.

18TH GENERAL DISTRICT COURT

520 King Street, Room 201 • Alexandria, VA 22314 • 703.838.4010
Robert E. Giammittorio, Chief Judge

GOAL, FUNCTIONS & RESPONSIBILITIES: To ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

OBJECTIVES:

- To adjudicate all misdemeanor cases and hold preliminary hearings on felony warrants.
 - To hear civil cases on claims involving \$500 or less; and concurrently with the 18th Circuit Court on claims exceeding \$500, but not exceeding \$15,000.
-

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	0
NON-PERSONNEL	75,600	84,638	83,792	83,792
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>75,600</u>	<u>84,638</u>	<u>83,792</u>	<u>83,792</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>75,600</u>	<u>84,638</u>	<u>83,792</u>	<u>83,792</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 1.0%				

City Manager Proposed

Overview

- Non-Personnel - FY 2006 decrease in non-personnel is \$846, or 1.0 percent. (There are no personnel costs associated with this budget.)

Expenditure Reductions

- Efficiencies - \$846 was reduced as an efficiency-based reduction.

City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

18TH GENERAL DISTRICT COURT

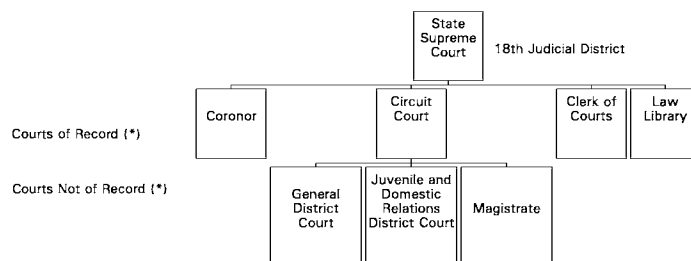
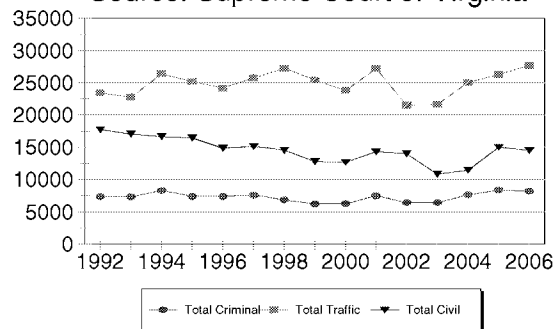
DEPARTMENT DETAIL

Pursuant to Title 16.1 of the Code of Virginia, the General District Court has original jurisdiction in all misdemeanor cases and holds preliminary hearings on felony warrants. In civil cases, the Court has original and exclusive jurisdiction in claims involving \$500 or less, and concurrent jurisdiction with the 18th Circuit Court in claims exceeding \$500, but not exceeding \$15,000. The General District Court is presided over by two regular and five substitute Judges. The State establishes and pays the salaries of the General District Court Judges and Court staff.

Funding for the non-personnel expenses of the Court is provided by the City. The Court is in session Monday through Friday, with criminal and traffic cases scheduled each day, and civil cases heard Tuesday through Friday.

Trends in New Cases

Source: Supreme Court of Virginia



NOTES: (*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.

CLERK OF COURTS

520 King Street, Suite 307 • Alexandria, VA 22314 • 703.838.4044
Edward Semonian, Clerk of Court • edward.semonian@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: To administer all civil and criminal cases processed through the Circuit Court for the 18th Judicial District.

OBJECTIVES:

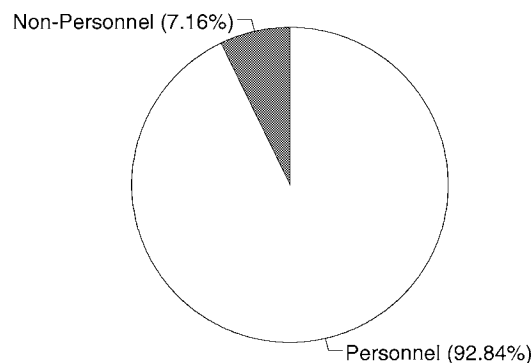
- To provide assistance at court proceedings and to process all criminal and civil cases before the 18th Circuit Court.
- To process and record all real estate related documents tendered to the Clerk's Office.
- To process and record all probate and fiduciary matters.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,283,254	1,374,751	1,395,741	1,430,337
NON-PERSONNEL	124,391	117,545	110,388	110,388
CAPITAL GOODS OUTLAY	<u>1,725</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,409,370</u>	<u>1,492,296</u>	<u>1,506,129</u>	<u>1,540,725</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,409,370</u>	<u>1,492,296</u>	<u>1,506,129</u>	<u>1,540,725</u>
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2006 APPROVED	3.2%			
FULL-TIME POSITIONS	21.0	22.0	23.0*	23.0 *
AUTHORIZED OVERHIRES (FULL-TIME)	2	2	1	1
TOTAL AUTHORIZED POSITIONS	23.0	24.0	24.0	24.0

* Represents the conversion of one full-time clerical overhire position to permanent status.

FY 2006 Approved Expenditures by Type



CLERK OF COURTS

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$20,990, or 1.5 percent. This increase is attributable to the cost of employee merit adjustments and to a supplemental budget request described below.
- Non-Personnel - FY 2006 decrease in non-personnel is \$7,157, or 6.1 percent. For details on this decrease please see adjustments to maintain current services and policies, offset by the expenditure reductions described below.

Adjustments to Maintain Current Services and Policies

- Adjustment for increased microfilm costs - \$8,760

City Council Approved

- The Approved FY 2006 General Fund budget for the Clerk of Courts reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share costs increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

Approved

- Conversion to Permanent Status \$9,649
This approved supplemental request is to fund the conversion of one full-time clerical overhire position to permanent status; also, will fund the continuation of one limited-term full-time clerical overhire position to help handle increased workload due to continued heavy volume in mortgage refinancings. It should be noted that a supplemental request in the amount of \$73,403 was included in the FY 2005 Approved budget for the same additional staffing. The net effect of the FY 2006 supplemental in comparison to FY 2005 Approved Personnel is an additional \$9,649.

Expenditure Reductions

- Efficiencies - the budget was reduced by \$14,923.

CLERK OF COURTS

DEPARTMENT DETAIL

Administration - the Clerk of Courts is a Constitutional Officer elected by the voters of Alexandria for a term of eight years. The Clerk serves as Clerk to the Circuit Court and is the recorder of all deeds, wills and other legal documents filed in the City.

FUNCTIONAL AREA: Administration	ACTUAL FY 2004	APPROVED * FY 2005	PROPOSED FY 2006	APPROVED FY 2006
General Fund Expenditures	524,310	555,160	525,539	535,312
<u>FULL-TIME STAFFING</u>	7	7	7	7
* Contains an approved supplemental for increased personnel costs that was split proportionately between all divisions. This supplemental was approved to place Clerk of Courts employees on the City pay scale; however, as a result of a classification review the Clerk's Office salary numbers for FY 2006 are lowered from the FY 2005 budget but still maintain parity with equivalent City positions.				

INDICATORS AND MEASURES

OBJECTIVE: [Administrative Support] To provide assistance at court proceedings and to process all criminal and civil cases before the 18th Circuit Court.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Number of cases processed	4,998	4,785	5,346	5,000	5,000
Percent of cases processed in a timely and efficient manner	100%	100%	100%	100%	100%
Number of cases processed per employee*	714	683	764	714	714

* The number of cases processed per employee is based on 7 administrative support staff.

Land Records - maintains and processes all land record documents for the City, including power of attorney, financing statements, deeds, deeds of trust, assignments, certificates of satisfaction, leases, options, contracts, foreclosure proceedings, plats and easements.

FUNCTIONAL AREA: Land Records	ACTUAL FY 2004	APPROVED * FY 2005	PROPOSED *** FY 2006	APPROVED *** FY 2006
General Fund Expenditures	292,124	309,312	379,294	387,603
<u>FULL-TIME STAFFING</u>	4	5**	6	6
* Contains an approved supplemental for increased personnel costs that was split proportionately between all divisions. This supplemental was approved to place Clerk of Courts employees on the City pay scale; however, as a result of a classification review the Clerk's Office salary numbers for FY 2006 are lowered from the FY 2005 budget but still maintain parity with equivalent City positions. ** Reflects the conversion of a temporary employee to a full-time permanent employee. *** Reflects the approved supplemental to convert one full-time overhire position to permanent status; also, to continue one limited-term, full-time overhire position.				

CLERK OF COURTS

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: [Land Records] To process and record all real estate related documents tendered to the Clerk's Office.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Documents tendered to the office	43,105	43,805	50,522 *	49,000	49,000
Percent of documents recorded and processed in a timely and efficient manner	100 %	100 %	100 %	100 %	100 %
Number of documents recorded and processed per year per staff member	10,776	10,951	10,104	9,800	9,800

* Increase is attributable to increased real estate activities, a result of lower interest rates.

Probate - handles probate and fiduciary matters for the City, including estates, trusteeships and guardianships.

FUNCTIONAL AREA: Probate	ACTUAL FY 2004	APPROVED * FY 2005	PROPOSED FY 2006	APPROVED FY 2006
General Fund Expenditures	90,419	95,739	91,694	94,670
<u>FULL-TIME STAFFING</u>	1	1	1	1
* Contains an approved supplemental for increased personnel costs that was split proportionately between all divisions. This supplemental was approved to place Clerk of Courts employees on the City pay scale; however, as a result of a classification review the Clerk's Office salary numbers for FY 2006 are lowered from the FY 2005 budget but still maintain parity with equivalent City positions.				

INDICATORS AND MEASURES

OBJECTIVE: [Probate] To process and record all probate and fiduciary matters.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Number of cases received and processed	770	760	765	775	770
Percent of cases processed in a timely and efficient manner	100 %	100 %	100 %	100 %	100 %

Court Services - provides clerical assistance to the Circuit Court for all civil and criminal proceedings. During calendar year 2004, the Circuit Court processed 5,346 civil and criminal cases, a decrease of 561 cases from calendar year 2003, when 4,785 cases were processed.

CLERK OF COURTS

DEPARTMENT DETAIL

<u>FUNCTIONAL AREA:</u> Court Services	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED *</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	174,206	184,456	176,662	182,395
<u>FULL-TIME STAFFING</u>	3	3	3	3
<p>* Contains an approved supplemental for increased personnel costs that was split proportionately between all divisions. This supplemental was approved to place Clerk of Courts employees on the City pay scale; however, as a result of a classification review the Clerk's Office salary numbers for FY 2006 are lowered from the FY 2005 budget but still maintain parity with equivalent City positions.</p>				

Public Service - provides the general public with services mandated by the State, including issuing marriage licenses and notarial certificates, docketing judgments and other liens, administering oaths to elected and appointed officials, the processing of church trustees, registering business trade names, recording military discharge certificates, issuing service of process on law suits and chancery suits, and maintaining historical records and statistics for the City.

<u>FUNCTIONAL AREA:</u> Public Service	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED *</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	328,311	347,629	332,940	340,745
<u>FULL-TIME STAFFING</u>	6	6	6	6
<p>* Contains an approved supplemental for increased personnel costs that was split proportionately between all divisions. This supplemental was approved to place Clerk of Courts employees on the City pay scale; however, as a result of a classification review the Clerk's Office salary numbers for FY 2006 are lowered from the FY 2005 budget but still maintain parity with equivalent City positions.</p>				

The Clerk of Courts is also part of a Statewide effort to modernize land records and make them more easily accessible to the public. The State approved the Clerk of Courts information technology plan which provides for more efficient administration of land records and lays the groundwork for a reliable linkage of multi-jurisdictional land data. This land records modernization will be funded by the States' Information Technology Trust Fund and will be used to help Circuit Court Clerks obtain office and information technology, preserve and maintain court records and improve public access to court records. This fund consists of revenues obtained from an additional three dollar recordation and filing fee collected by each Circuit Court Clerk in the State. The City will therefore be reimbursed for expenses incurred as a result of this land records modernization program.

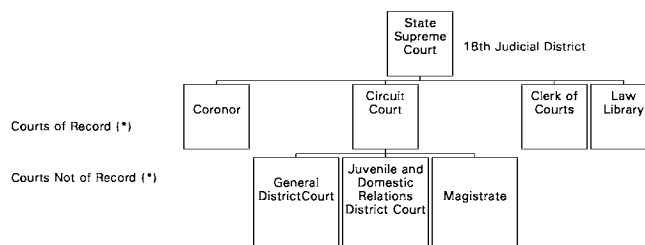
CLERK OF COURTS

Addendum Table "Net City Share" of Clerk of Courts Operations

	FY 2004 <u>Actual</u>	FY 2005 <u>Approved Budget</u>	FY 2006 <u>Approved Budget</u>
General Fund Expenditures			
Personnel	\$1,283,254	\$1,374,751	\$1,430,387
Non-Personnel	124,391	117,545	110,388
Capital Goods	<u>1,725</u>	<u>0</u>	<u>0</u>
Total General Fund Expenditures	<u>\$1,409,370</u>	<u>\$1,492,296</u>	<u>\$1,540,725</u>
General Fund Revenues ¹¹			
State Compensation Board Reimbursement for Personnel Costs	\$ 807,107	\$ 763,899	\$829,245
Excess Clerks' Fees Collected	<u>812,058</u>	<u>780,000</u>	<u>800,000</u>
Total General Fund Revenues	<u>\$1,619,165</u>	<u>\$1,543,899</u>	<u>\$1,629,245</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u>\$ (209,795)</u>	<u>\$ (51,603)</u>	<u>\$ (88,500)</u>

¹¹ In addition to the General Fund revenues reflected here, this office collects Real Estate Recordation taxes, which as of September 1, 2004, are generally assessed at a total rate of \$0.3333 per \$100 of value of the deed or documentation being recorded. Of the total \$0.3333 per \$100 of value of the deed, \$0.08333 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.25 per \$100 is remitted to the State. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds that have been issued for a series of high priority Northern Virginia transportation projects.

The office also collects court fines and forfeitures and remits these to the City or the State as appropriate under applicable laws.



NOTES: (*) In a court of record, a transcript of the proceeding is taken; otherwise no transcript is taken

COMMONWEALTH'S ATTORNEY

520 King Street, Suite 301 • Alexandria, VA 22314 • 703.838.4100
S. Randolph Sengel, Commonwealth's Attorney

GOALS, FUNCTIONS & RESPONSIBILITIES: To carry out the Constitutional, statutory and public mandate of this office, which is the effective and efficient prosecution of criminal offenses, both adult and juvenile. This goal is to be accomplished by successfully prosecuting offenders in a swift manner, by protecting the rights of crime victims and witnesses and keeping them informed about cases, by providing a deterrence to potential offenders, rehabilitating where possible, and encouraging resident cooperation and participation in the criminal justice system.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,174,029	2,250,163	2,423,339	2,479,825
NON-PERSONNEL	327,843	231,158	216,972	216,972
CAPITAL GOODS OUTLAY	5,013	4,650	0	0
TOTAL EXPENDITURES	<u>2,506,885</u>	<u>2,485,971</u>	<u>2,640,311</u>	<u>2,696,797</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>364,419</u>	<u>257,604</u>	<u>257,604</u>	<u>257,604</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>364,419</u>	<u>257,604</u>	<u>257,604</u>	<u>257,604</u>
GENERAL FUND	<u>2,142,466</u>	<u>2,228,367</u>	<u>2,382,707</u>	<u>2,439,193</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 9.5%

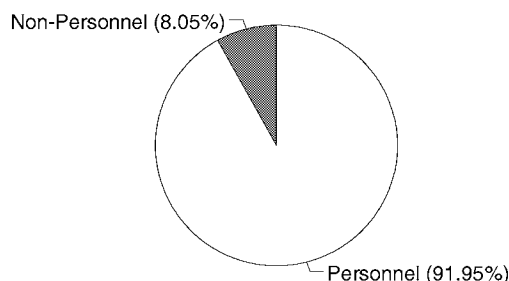
FULL-TIME POSITIONS	30.0	28.0 *	29.0 **	29.0 **
PART-TIME POSITIONS (FTE)	1.75	1.75	1.63 ***	1.63 ***
AUTHORIZED OVERHIRES (FULL-TIME)	1.0	1.0	0.0	0.0
TOTAL AUTHORIZED POSITIONS	32.75	30.75	30.63	30.63

* The Office of the Commonwealth's Attorney was not eligible to re-apply for the Community Prosecution Grant in FY 2005. As a result, funding was not received, and two full-time positions were eliminated, which is reflected in the decrease of special revenue funds above. This grant was approved by the United States Department of Justice for a 36-month period only.

** The increase in the full-time position is attributable to the conversion of one full-time prosecutor position, approved by the Virginia Compensation Board in FY 2004, for the prosecution of gang crimes. This position is converted to a full-time position in FY 2006.

*** Slight decrease in one part-time position in the V-Stop program (from 30 hours per week to 25 hours per week).

FY 2006 Approved Expenditures by Type



COMMONWEALTH'S ATTORNEY

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$173,176, or 7.7 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partially offset by the application of a vacancy factor of 0.82 percent, or \$19,905.
- Non-Personnel - FY 2006 decrease in non-personnel is \$14,186, or 6.1 percent. For details on this decrease please see expenditure reductions described below.

Expenditure Reductions

- Efficiencies - the department reduced its budget in the areas of computer equipment replacement and web site maintenance in the amount of \$14,186, as efficiency reductions.

City Council Approved

- The Approved FY 2006 General Fund budget for the Commonwealth's Attorney reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

DETAIL BY DIVISION

The Commonwealth's Attorney is an elected official, serving a four-year term, authorized by Title 15.1 of the Code of Virginia to prosecute violations of State laws and local ordinances in the City. The salaries and expenses for the Commonwealth's Attorney's Office are established by the State Compensation Board and supplemented by City Council for regional competitiveness. Each of the fourteen attorneys in the office is assigned to specialized areas of prosecution, and handles cases from their inception through trial. This specialized system affords rapid and expert response to the needs of other agencies and the public. The Office maintains a close working relationship with the Alexandria Police Department through coordinated efforts on major cases, training on legal issues, and 24-hour-a-day availability for consultation as needed. The Office prosecutes all felonies occurring in the City, all misdemeanors, offenses committed by and against juveniles, and all traffic offenses, which carry a possible jail sentence.

The Office continues its organizational scheme of grouping attorneys into teams. Each team is led by an experienced attorney recognized for his or her leadership and trial skills, and is composed of attorneys with varying experience levels. This approach provides greater opportunity for training, supervision and mentoring, while allowing newer attorneys opportunities to work as team members on a greater variety of cases. Each prosecutor maintains a specialized area of expertise.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

A high priority of the Commonwealth's Attorney's Office is to focus resources on the effective prosecution of violent crime, juvenile crime, and drug use and distribution. In 2003, the last year for which complete data is available at this time, this Office commenced prosecution of 1,963 criminal cases in Circuit Court. These cases included homicides, aggravated assault, robbery, sex offenses, drug cases, burglaries, and felony thefts. The Commonwealth's Attorney's Office also prosecuted 6,443 criminal cases in General District Court; 2,660 jailable traffic offenses; and 2,289 cases in Juvenile and Domestic Relations Court, an increase from the previous year.

In addition, the Office continues to aggressively prosecute drug offenders. In 2003, this Office prosecuted 197 felony drug indictments in Circuit Court. Though a slight increase from the previous year, this number is consistent with a long term decrease. Drug prosecutors from this Office continue to conduct police training, participate in City-wide drug task force meetings, coordinate with federal prosecutors, and provide input and advice to other criminal justice agencies in the implementation and formulation of new programs and procedures for drug treatment and monitoring. Our partnership with federal prosecutors continues to be particularly effective in targeting higher level drug dealers in several areas of the City. In recent years, the drug unit of the Office has focused greater efforts on the seizure of assets of drug dealers by instituting civil forfeiture proceedings in Circuit Court. Funds from this program are allocated by law to training and technology.

The Commonwealth's Attorney's Office continues to commit significant professional resources to provide assistance to other City and State agencies, including the Office of Sheriff, the Police Department, the Office of Citizen Assistance, the Office of Housing, the Code Enforcement Bureau, and the Office of Voter Registration. The Commonwealth's Attorney's Office is active on a number of City task forces, including the Community Criminal Justice Board, the Domestic Violence Intervention Program, the Task Force on the Victims of Violent Crime, and various anti-drug task forces.

The Commonwealth's Attorney's Office also participates in several multi-agency efforts directed at crime and law enforcement. This participation includes the Environmental Crimes Task Force, which operates to prosecute criminal acts and seek civil penalties where appropriate against polluters. In addition, the Office is a member of the Serious and Habitual Offender Comprehensive Action Program (SHOCAP), which permits the sharing of information among the Schools, Police Department, Commonwealth's Attorney's Office and Juvenile Probation and Parole regarding dangerous or at-risk youth. The Office is also striving to take on a greater role in community-based programs that seek to address some of the root causes of juvenile delinquency by participating in school-based programs. Prosecutors speak on various topics related to law enforcement and youth in classes at T.C. Williams High School and other schools in the City. The Office also participates in a truancy prevention program with the City's elementary and middle schools to intervene in a parent's educational neglect of school-aged children. Finally, the Commonwealth's Attorney serves on the City's Youth Policy Commission, which oversees programs providing services to youth.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

The Gang Crime Prosecution Task Force was established in August 2004. Supported by funding from a State budget amendment, Alexandria and four other Northern Virginia jurisdictions were able to hire one additional prosecutor each to address gang related criminal activity. A senior Spanish-speaking Alexandria prosecutor has been assigned to the task force, and will work across jurisdictional lines with four other prosecutors in a regional effort to combat gang related criminal activity. This team of prosecutors works in support of law enforcement officers assigned to the Northern Virginia Gang Task Force. Administrative support for this project will be carried out by existing staff and the new attorney position was used to absorb a temporary over-hire attorney position and did not result in an increase of staff.

The Career Criminal Program is an intensive prosecution program that concentrates prosecutorial resources on particular recidivist felons. Individuals who have significant prior felony records especially those who are on probation or parole and who commit any additional crime are screened for entry into the program. Once entered into the program, these cases are given priority. Additional investigative and prosecutorial resources are expended to ensure the proper pre-trial bond status, to prepare the case for trial, and, if convicted, to maximize sentencing. This program is staffed by a State-funded experienced senior prosecutor and a City-funded law clerk. In 2003, this program filed 387 additional petitions to enhance sentences imposed on repeat offenders and probation violators.

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>DIVISION:</u> Administration				
All Funds Expenditures	1,846,093	1,824,488	1,972,900	2,012,815
<u>FULL-TIME STAFFING</u>	20	20	21 *	21*
* Represents the conversion of an overhire position approved by the State Compensation Board in FY 2004 to permanent full-time status in FY 2006.				

After reviewing indicators and measures used in the past years, the Office of the Commonwealth's Attorney has concluded the new indicators and measures below more accurately reflect the objectives and goals of the Office.

INDICATORS AND MEASURES

OBJECTIVE: To efficiently and expeditiously resolve criminal cases.

	Actual <u>CY 2002</u>	Actual <u>CY 2003</u>	Actual <u>CY 2004</u>	Estimated <u>CY 2005</u>	Projected <u>CY 2006</u>
Number of cases concluded in Circuit Court	1,945	1,961	1,902	1,930 *	1,900
Statewide Ranking (see note below)	2	2	2	2	2
The rate of cases completed within State guidelines	89 %	93 %	95 %	95%	95%

* The estimated data is based on available monthly caseload reports, January through August 2004 only.

Note: The Commonwealth's Attorney's Office strives to manage a docket of criminal cases consistent with the practices which assure prompt resolution of criminal cases. The Supreme Court guidelines require completion of cases within 120 days of arrest. The Statewide average percentage of cases completed within this time is only 51.5% for 2003. Alexandria resolves felony cases within these guidelines at 90% resolution rate, resulting in a ranking of second Statewide.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: To assure accountability by successful prosecution of crime.

	<u>Actual CY 2002</u>	<u>Actual CY 2003</u>	<u>Actual CY 2004</u>	<u>Estimated CY 2005</u>	<u>Projected CY 2006</u>
The rate of felony cases in Circuit Court resulting in conviction	93 %	93 %	94 %	93 % *	93 %

* The estimated data is available to date (January through August, 2004).

Note: The Commonwealth's Attorney's Office is vested with broad discretion in commencing criminal cases and is committed to commencing cases that are meritorious and in the public interest. One primary measure of successful prosecution is the rate of conviction. Available data indicates that these cases are successfully resolved by conviction (either through trial or plea of guilty) at a very high rate.

In addition to its normal prosecutorial functions, the Commonwealth's Attorney's Office administers the following specialized programs:

The Victim-Witness Assistance Program, which is an integral part of the Commonwealth's Attorney's Office, has three principal goals. The first goal is to assist the prosecutors in gaining and maintaining the cooperation of victims and witnesses through the criminal justice process. The contact with victims and witnesses is maintained by providing information about the Court System, case status updates, accompaniment to Court, and dispositional information. Recent changes in Virginia law have made communication of certain information to crime victims mandatory, resulting in increasing demand upon this program staff. The second goal is to ensure the rights of Alexandria's crime victims. The program encourages victims to submit victim impact statements for sentencing hearings, affords victims the right to be notified of prisoners' release, intercedes on behalf of victims whose employers are reluctant to allow them time off to testify, and coordinates the submission of restitution plans whereby defendants reimburse victims for their financial losses. The third goal of the Victim-Witness Assistance Program is community education and the establishment of coordinated services. Specialized outreach continues in the Latino community, spearheaded by Spanish-speaking prosecutors and a Spanish-speaking advocate. The effect of this outreach continues to be noticeable, by reducing the failure-to-appear rate among Latino crime victims and witnesses. Staff also routinely make presentations on crime prevention to Alexandria's retirement homes, neighborhood watch groups, and local civic associations.

This program is staffed by a Coordinator, three Victim-Witness Specialists, a Restitution Collections Specialist and a Program Assistant and is funded approximately 70 percent by a grant from the Virginia Department of Criminal Justice Services (DCJS) and 30 percent by the City. Through garnishment of wages, levies, and by seeking suspension of driving privileges, the program continues to collect substantial amounts of past due restitution, which is then returned to crime victims. Overall, the Victim-Witness Program provides services to over 6,500 victims and witnesses during the year.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

<u>DIVISION:</u> Victim Witness	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	184,369	284,256	284,256 *	294,949 *
<u>FULL-TIME STAFFING</u>	5	5	5	5
* This division is supported primarily through a Virginia Department of Criminal Justice Services Grant in FY 2006 of \$184,965, and \$109,984 General Fund monies.				

A Virginia STOP (V-STOP) Violence Against Women Grant was awarded to Alexandria's Domestic Violence Intervention Project by the Virginia Department of Criminal Justice Services, and is administered by the Office of the Commonwealth's Attorney. The goal of this grant project is to foster greater cooperation with the Criminal Justice System from victims of domestic violence. It is essential that the victim cooperate with and participate in this process.

It is the hope of the Domestic Violence Intervention Project that these victims will cooperate more willingly with future prosecutions of domestic offenses. In 2003, the Commonwealth's Attorney's Office prepared 428 domestic abuse cases for possible prosecution without the victim's participation, and has prosecuted 48 of these cases without the victims' cooperation. In the past, these cases would have been dropped by the prosecution because of the victims' lack of cooperation.

<u>DIVISION:</u> Domestic Violence Intervention	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	63,413	74,635	72,639	74,341
<u>FULL-TIME STAFFING</u>	1	1	1	1

The Multi-Jurisdiction Drug Program is an intensified effort to investigate and prosecute the higher than street-level drug dealers, and includes a component that concentrates on multi-jurisdictional drug transfers, primarily between the City and Arlington County. This program is entirely funded by the State Compensation Board. In support of this program an experienced prosecutor is assigned to these cases full time, and works closely with federal prosecutors in the United States Attorney's Office.

<u>DIVISION:</u> Anti-Drug	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	164,109	175,185	183,109	187,285
<u>FULL-TIME STAFFING</u>	2	2	2	2

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

The Parking Adjudication Office was established by City Council on December 8, 1998, to process appeals for parking tickets. The Office opened in March 1999, at 421 King Street, and provides people with an opportunity to have an in-person hearing with an adjudication officer to determine the validity of a parking ticket. A person receiving a ticket is informed, on the face of the ticket itself, of his or her right to a hearing. The person is able to schedule a hearing in advance or on a walk-in basis, to accommodate out-of-town visitors.

Individuals are also able to adjudicate a citation by mail. A fee is assessed per hearing, except in the event that the ticket is administratively dismissed by the adjudicator, who has the power to dismiss tickets, to reduce fines or to refuse to change the status of the fine.

Funding for the Parking Adjudication Office is included in the Commonwealth's Attorney's budget which has oversight responsibility for the adjudication program. By adjudicating tickets administratively, the Office diverts this burden from the General District Court docket.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Parking Adjudication				
All Funds Expenditures	140,471	127,407**	127,407	127,407
FULL-TIME STAFFING*	0	0	0	0
* The Parking Adjudication Office is staffed by contracted employees (currently Professional Account Management, LLC).				
** The Parking Adjudication Office decreased in FY 2005 due to efficiency reductions; however, the reduction is not expected to reduce service levels.				

INDICATORS AND MEASURES

OBJECTIVE: To provide individuals who have been charged with a parking violation a convenient means of appeal.

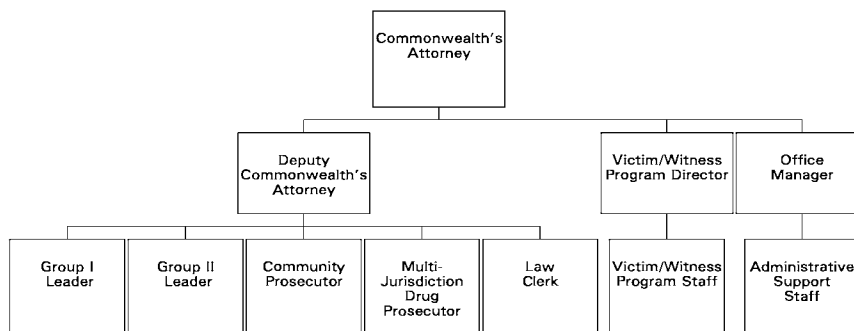
	Actual FY 2003	Actual FY 2004	Projected FY 2005	Projected FY 2006
Number of citations	5,036	4,569	4,802	4,802
Number of citations upheld	2,307	1,789	2,048	2,048
Percentage of citations upheld	46 %	39 %	43 %	43 %

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

A Community Outreach Program for Crime Prevention and Criminal Prosecution Grant , which supported two staff positions ended during FY 2004; however, the Office of the Commonwealth's Attorney continues to operate various initiatives established during the three year grant funded operation, using existing staff to absorb the responsibilities of the positions.

<u>DIVISION:</u> Community Prosecution	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	108,430	0 *	0 *	0 *
<u>FULL-TIME STAFFING</u>	2	0	0	0
* The Office of the Commonwealth's Attorney was not eligible to apply for the Community Prosecution Grant in FY 2005. As a result, funding will not be received, and two full-time positions were eliminated. This one-time grant was approved by the United States Department of Justice for a 36-month period only.				



COURT SERVICE UNIT

520 King Street ,1st Floor • Alexandria, VA 22314 • 703.838.4144
Lillian Brooks, Director • lillian.brooks@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

OBJECTIVES:

- To process and supervise juvenile delinquency matters that come within the purview of the Juvenile and Domestic Relations District Court.
- To provide and establish balanced, community-based systems of programs, incentives, sanctions and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA).
- To process and supervise domestic violence and other family-related cases referred to the Court Service Unit and to maintain community treatment services and monitoring in family violence matters of adults who commit offenses against juveniles.

TOTAL FINANCIAL RESOURCES

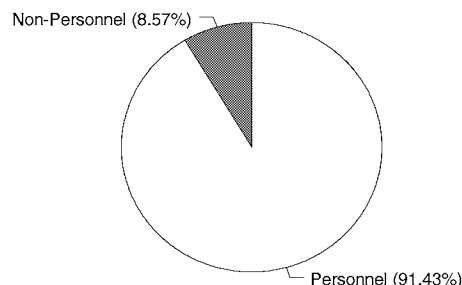
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	915,631	1,099,745	1,222,984	1,254,645
NON-PERSONNEL	204,265	99,638	117,559	117,559
CAPITAL GOODS OUTLAY	0	0	0	0
TOTAL EXPENDITURES	<u>1,119,896</u>	<u>1,199,383</u>	<u>1,340,543</u>	<u>1,372,204</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>275,870</u>	<u>197,107</u>	<u>146,557</u>	<u>146,557</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>275,870</u>	<u>197,107</u>	<u>146,557</u>	<u>146,557</u>
GENERAL FUND	<u>844,026</u>	<u>1,002,276</u>	<u>1,193,986</u>	<u>1,225,647</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 22.3%

FULL-TIME POSITIONS	8.0	8.0	9.0*	9.0 *
TOTAL AUTHORIZED POSITIONS	8.0	8.0	9.0	9.0

* The FY 2006 Approved budget includes supplemental funding for the addition of a Gang Prevention Specialist to coordinate local and regional gang intervention and prevention efforts.

FY2006 Approved Expenditures by Type



COURT SERVICE UNIT

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$123,239, or 11.2 percent. This increase is attributable to the cost of employee merit adjustments and to a supplemental budget request described below. It should be noted that the majority of the employees in this department are State employees for which the City provides a salary supplement to maintain equitable compensation levels between State positions and comparable City positions. This increase is offset by the application of a vacancy factor of 1.25 percent, or \$14,258.
- Non-Personnel - FY 2006 increase in non-personnel is \$22,521, or 22.6 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Adjustments to provide cash match for grant requirements - \$15,526

City Council Approved

- The Approved FY 2006 General Fund budget for Court Service Unit reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed on a case-by-case basis.

Supplemental Budget Requests

Approved

- Juvenile Accountability Incentive Block Grant (JAIBG) \$18,871
This grant provides a structured educational program in a classroom setting for any youth on probation who has been temporarily suspended from an Alexandria City Public School. FY 2006 revenues from the granting source have been cut by this amount. This supplemental replaces grant funds with City funds.
- Gang Intervention Coordinator \$28,571
To coordinate local and regional gang intervention and prevention efforts. This amount represents the General Fund impact of the full year salary and benefits and non-personnel items needed in excess of the \$65,000 federal grant monies expected to be received. In addition, \$5,000 in additional non-personnel expenditures is approved in the Non-Departmental budget to provide additional support for gang prevention activities.

COURT SERVICE UNIT

Supplemental Budget Requests, continued

Approved, continued

- Juvenile Court Liaison \$42,000
In lieu of a full-time position for what should be a State employee it is approved that \$42,000 be used for temporary services to handle paperwork for the Judges, Commonwealth's Attorney, Public Defender and others. The services provided will be monitored and the need for a permanent position will be re-addressed in the FY 2007 budget cycle.

Not Approved

- Supplemental funds for the Virginia Community Crime Control Act (VJCCCA) grant \$4,600

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$14,258 described above, the budget was reduced by \$10,023 as an efficiency reduction.

DEPARTMENT DETAIL

The Court Service Unit, which reports to the Virginia Department of Juvenile Justice, serves the Juvenile and Domestic Relations District Court in a quasi-administrative capacity. The Court Service Unit is organized into two major areas: (1) juvenile services, and (2) domestic relations services, which focus on providing information and case assessment services, treatment programs, and public safety services to the community. The major programs administered by the Court Service Unit are described below:

Intake Services - provides a magisterial role for the Court by making probable cause determinations and issuing detention orders, providing intake screenings and processing all complaints coming before the Juvenile and Domestic Relations Court. These services are funded primarily by the State.

Probation Services - monitors court-ordered cases, prepares pre-sentence and transfer reports, recommends dispositions to the Court, supervises youth who are on probation and parole, and provides counseling services to families. These services are funded primarily by the State.

Parole - provides services to juveniles placed in the State Correctional Centers through continued contact with the juveniles and their families and by developing plans for parole conditions upon the juvenile's return to the community. These services are funded primarily by the State.

COURT SERVICE UNIT

DEPARTMENT DETAIL

Psychological and Mental Health Services - provides individual and family counseling and mental health assessment services to clients who are court-ordered into treatment and/or evaluation. Psychological testing for court assessments and/or competency is funded by the State. The remainder of this program is funded by the City.

Mediation and Custody Investigations - provides custody and visitation mediation services for clients referred by the Juvenile and Domestic Relations Court. Custody reports are prepared when ordered by either the Juvenile or the Circuit Court. This program is funded by the City.

Community Services - assigns juveniles to community agencies for a specified number of service hours. Juveniles submit proof of community service hours by finding their own community service activity or through an outside community agency contracted by the City. This program is funded by the City.

Restitution - provides monetary compensation to the victims of property crimes. This program is funded jointly by the State and the City.

Domestic Violence Services - provides assistance with protective orders and a network of treatment and supervision services to families and unmarried couples who have civil or criminal involvement with the Court for domestic violence disputes. Domestic Violence Services are coordinated with other City agencies, private providers and the Domestic Violence Steering Committee. These services are funded primarily by grant monies.

Pre-Trial Services - provides monitoring and casework in lieu of detention for juveniles awaiting trial. This program is funded jointly by the State and the City through the Juvenile Accountability Incentive Block Grant.

FOCUS - provides an education program for parents and guardians involved in custody and visitation cases. Parents are required to attend three two-hour sessions that address topics such as the impact of conflict on children, stages of child development, legal aspects of custody and visitation, mediation and parenting. The goal of this program is to reduce the number of cases coming before the court by having the parents reach their own parenting agreements; teach parenting skills and parental cooperation regarding custody disputes; and educate parents on ways to help their children cope with the issues connected to divorce and separation. In addition, a special two hour Hispanic FOCUS class is provided for Hispanic parents. This program is funded by the State.

Skills Development - includes various groups such as anger management, life skills, basketball clinic, Space Of Her Own Girls Program (SOHO), and the toy boat entrepreneurship program to enforce positive skill-building for youth on probation and parole. This program is primarily funded by the State. The SOHO program received the 2004 "Eureka" award from INOVA Hospital and was featured on WAMU as a "best practice" program for girls.

COURT SERVICE UNIT

DEPARTMENT DETAIL

Attendance Review Panel - informs parents and their children of actions available under the law for truancy; identifies assistance needed by the family to eliminate the truancy problem; and follows-up with monitoring services from the school or probation officers. Referrals of chronic truants are made to the panel by the school system. The panel is comprised of representatives from the Court Service Unit, the Department of Social Services, the Police and the Alexandria City School System. This program is funded by the City.

Substance Abuse - provides drug screening and assessments, and individual/group therapy for youth involved with illegal substances and alcohol. Treatment is provided at Court Services by employees of Mental Health, Mental Retardation and Substance Abuse at the City's expense.

Community-based Probation Officer - identifies at-risk youth who live in an assigned community; works closely with the residential and community police officers and community organizations in assigned neighborhoods to monitor and provide on-going supervision during the late evening hours and weekends to youth currently on probation; develops community programs such as parenting groups and provides a high visibility program in the community to address prevention and intervention responses to the community's concerns.

There is currently one City-funded Community-based Probation Officer. This Officer is Spanish-speaking, is working closely with the Hispanic community and carries a full caseload of 35 to 40 juveniles.

Gang Resistance Efforts - Funds were appropriated from Congress during FY 2005 which created the Northern Virginia Regional Gang Task Force, consisting of the Chiefs of Police from the Cities of Alexandria and Falls Church and the Counties of Fairfax, Arlington, Prince William and Loudoun. This Task Force will oversee the steering and coordinating committees of regional Directors of Court Services and Gang Intervention Coordinators who are charged with coordinating youth prevention and intervention programs, assessment and strategies on a local and regional level.

The following programs are funded primarily by the Virginia Juvenile Community Crime Control Act (VJCCCA).

- Day Reporting Center - serves up to 15 court-ordered juveniles per month, both male and female, ages 11-16 (at the time of referral) who are on probation and display truant behavior, need structured supervision and are at-risk for further detention/incarceration due to non-compliance issues or new charges. The Day Reporting Center is located in the lower level of the Sheltercare building and provides group counseling in substance abuse, conflict resolution, building healthy cognitions, improving school performance, and reinforcing social responsibility. It also offers

COURT SERVICE UNIT

DEPARTMENT DETAIL

tutoring, a series of learning modules on job readiness, child abuse prevention, cultural tolerance, mental health awareness, recreational activities, and boat building through the Seaport Foundation. This year, Day Reporting participants went on several wilderness hikes and overnight trips and worked on restoring hiking trails as a community service activity.

- Youth Educational Program (Y.E.S.) - educates up to 40 youth per year who are first-time offenders before the Court on petty larceny and concealment charges regarding the consequences and cost implications of shoplifting to divert these first-time offenders from further involvement with the juvenile justice system. This program consists of two components; the home-study component that consists of six hours of audio tape/workbook time, followed by an eight hour classroom component. The classes are held at the Target Department Store in Alexandria whose Asset Protection Employees also provide an overview of their surveillance system. This program was featured in a Nickelodeon Television production and the Program Coordinator won a National Recognition Award from Target Department Stores.
- Parent Involvement Program - educates up to 100 parents/guardians per year of court-involved youth newly placed on probation in a court-ordered parent program. Parents are informed of the court process, the juvenile justice system, and their parental responsibilities regarding their child's probation status. They are also educated on adolescent development issues and techniques for parenting difficult teens including setting and enforcing limits. The program consists of five sessions of 2.5 hours each. The youth are required to attend the first session with their parents/guardians.
- School Liaison Program - Serves up to 30 youth per month, in partnership with the school system, who have been suspended or expelled from school. This program was originally set up as a traditional truant officer program to monitor the attendance of chronic truants. After three consecutive years of evaluations, it was determined that this service did not significantly reduce truancy of youth on probation. As a result, the program went through a revision process to serve another important need in the community. A caseworker is assigned for part of the day at the Independent Education Program (IEP), which is an alternative school operated by the Alexandria Public Schools for suspended and expelled students, to support education and behavioral issues, and to ward off additional truancy. Students who are not eligible for the IEP program, but are on probation supervision and expelled from school, report to the Education Support Program (ESP) at the Courthouse. A caseworker is assigned to this program to ensure that these youth are able to keep up with class work instruction during the time the juvenile is not in attendance in their regularly scheduled class. Both caseworkers strive to improve student behavior for a more positive transition back into the regular school setting.

In addition to these programs, the Court Service Unit provides 24-hour, on-call services; provides information to the public regarding the court system, child support and custody disputes; and participates in several inter-agency workgroups including the Alexandria Community Policy and Management Team (ACPMT), the Community Criminal Justice Board

COURT SERVICE UNIT

DEPARTMENT DETAIL

(CCJB), the City Manager's Quality of Life Group, the Alexandria Council on Adolescent Pregnancy (ACAP), the City/Schools Group on Youth, and the Youth Policy Commission. The Court Service Unit is the lead agency for the City's Serious and Habitual Offender's Comprehensive Action Program (SHOCAP).

INDICATORS AND MEASURES

OBJECTIVE: To process and supervise juvenile delinquency matters that come within the purview of the Juvenile and Domestic Relations District Court.*

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Juvenile delinquency complaints**	718	568	708	700	700
Commitments to the State Correctional Centers	13	11	19	12	12
Average number of juveniles in State Correctional Centers per month***	12	17	15	16	16
Average number of juveniles on probation per month	316	311	333	350	350
Average number of juveniles served by community parole supervision per month****	8	26	9	12	12

- * Indicators that impact juvenile delinquent behavior include low economic status, single-parent headed households, and psychological and emotional disorders. Delinquent youth are frequently learning disabled and many have a history of long-term child abuse and neglect, domestic violence in the home, substance abuse and sexually transmitted diseases.
- ** These numbers fluctuate based on the number of cases brought before the Court.
- *** Numbers are trending higher based on the more serious nature of crimes that are being committed by juveniles.
- **** Includes juveniles who are discharged from State Correctional Centers and returned to the community.

OBJECTIVE: To provide and establish balanced, community-based systems of programs, incentives, sanctions and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA).

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Day Reporting Program participation*	15	15	15	15	15
Youth Educational Program (Y.E.S.) participation**	25	40	41	41	41
Parent Involvement Program participation***	61	80	73	73	73
School Liaison Program participation****	54	73	75	75	75

- * Numbers indicate average number of youth per month.
- ** The overall number of petty larcenies are fairly stable; the increase is representative of increased program utilization.
- *** This program is contingent upon the number of new cases each year. Overall crime is down, thereby creating less new delinquency cases.
- **** This program has been revised and now serves up to 30 youth per month, in partnership with the School system, who have been suspended or expelled from school.

COURT SERVICE UNIT

DEPARTMENT DETAIL

INDICATORS AND MEASURES

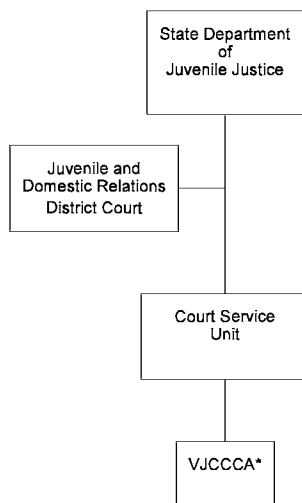
OBJECTIVE: To process and supervise domestic violence and other family-related cases referred to the Court Service Unit and to maintain community treatment services and monitoring in family violence matters of adults who commit offenses against juveniles.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Abuse/Neglect cases*	110	61	48	115	127
Domestic Violence (Civil) cases**	241	319	304	300	300
Custody/Visitation cases	658	741	1,215	1,200	1,200
Children in Need of Services (CHINS) cases*	436	303	300	350	300
Other case workload (Traffic, Violation of Probation/Parole, mental commitments, emancipations, adoptions, paternity, support, transfers, Approval of Entrustments)*	623	469	377	450	400
Average monthly number of adults under supervision for domestic violence***	97	85	92	90	90
Actual new referred adult domestic violence cases	142	120	168	150	176
Custody Investigations	23	29	9	18	12
Mediation Cases	20	11	16	12	12
FOCUS Participants	136	110	149	120	120

* Numbers in these indicators can fluctuate based on the number of cases brought before the Court.

** Domestic violence cases usually involve assault and battery against a spouse, partner, parent, child, brother, sister, ex-partner or other household member. The most prevalent causes of assault usually involve substance abuse, difficulties in communication, financial problems, and stress. Numbers reflect yearly crime trends.

*** Domestic violence cases for Court Service Unit supervision have decreased slightly due to a general decrease in the number of cases coming before the Court on criminal charges.



*Virginia Juvenile Community Crime Control Act

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

520 King Street, First Floor • Alexandria, VA 22314 • 703.838.4141

Nolan B. Dawkins, Chief Judge

GOALS, FUNCTIONS AND RESPONSIBILITIES: To ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

OBJECTIVE:

- To process the case workload of the Juvenile and Domestic Relations District Court.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL*	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	0
NON-PERSONNEL	19,368	33,609	33,273	33,273
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>19,368</u>	<u>33,609</u>	<u>33,273</u>	<u>33,273</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>19,368</u>	<u>33,609</u>	<u>33,273</u>	<u>33,273</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED (1.0%)

* Actual expenditures are underspent due to the Chief Judge and the Court Clerk retiring during FY 2004. A new Chief judge was appointed and a new Court Clerk was hired near the end of FY 2004. It is anticipated that all non-personnel monies budgeted in FY 2005 and FY 2006 will be expended.

City Manager Proposed

Overview

- Non-Personnel - FY 2006 decrease in non-personnel is \$336, or 1.0 percent. For details on this decrease please see the expenditure reduction described below. (There are no personnel costs associated with this department.)

Expenditure Reductions

- Efficiencies - the budget was reduced by \$336 as an efficiency-based reduction.

City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

DEPARTMENT DETAIL

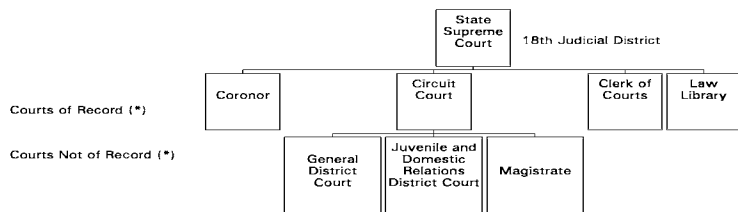
In conformance with Title 16.1 of the Code of Virginia, the Juvenile and Domestic Relations District Court has jurisdiction in cases involving juvenile delinquency, juvenile traffic offenses, children in need of services (runaways and truants), child abuse or neglect, family abuse, petitions for order of protection, support enforcement, visitation and custody of minor children, abandoned children, foster care and entrustments, termination of residual parental rights, court consent for medical treatment, involuntary commitments to mental health facilities, and any other matters involving crimes committed by one member of the family against another family member or crimes committed against minors. The State establishes and pays the salaries of the Juvenile and Domestic Relations District Court judges and court administrative staff. The City pays for court-appointed lawyers, interpreters and expert witnesses in cases initiated by the City, telecommunications charges, office equipment maintenance and other non-personnel expenditures.

INDICATORS AND MEASURES

OBJECTIVE: To process the case workload of the Court.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Juvenile cases docketed*	6,470	6,214	*****	6,091	6,018
Juvenile cases concluded**	3,177	3,113	*****	3,052	3,016
Domestic relations cases docketed***	4,789	4,683	*****	4,591	5,141
Domestic relations cases concluded****	2,608	2,230	*****	2,186	2,448

- * Juvenile cases consist of custody, abuse and neglect, delinquency, traffic and CHINS (child in need of service or supervision) matters.
- ** All juvenile cases not concluded in a given year are continued and included in the number of juvenile cases docketed for the following year.
- *** Domestic relations cases consist of crimes committed against family members, crimes against minors, orders of protection and support matters. Projected increases in FY 2006 are based on increases in (Source: 2003 Supreme Court of Virginia State of the Judiciary Report) foster care/abuse cases (39.7%), custody/visitation cases (5.8%), adult misdemeanor cases (4.5%), and felony cases (22.5%); partially offset by a decrease in spousal abuse petitions (13.2%).
- **** All domestic relations cases not concluded in a given year are continued and included in the number of domestic relations cases docketed for the following year.
- ***** Data not available.



NOTES: (*) In a court of record, a transcript of the proceeding is taken; otherwise no transcription is taken

LAW LIBRARY

520 King Street • Alexandria, VA 22314 • 703.838.4077
Merrill Chertok, Law Librarian • merrill.chertok@alexandriava.gov

GOAL, FUNCTIONS & RESPONSIBILITIES: To provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

OBJECTIVE:

- To provide legal reference and research assistance to library patrons.

TOTAL FINANCIAL RESOURCES

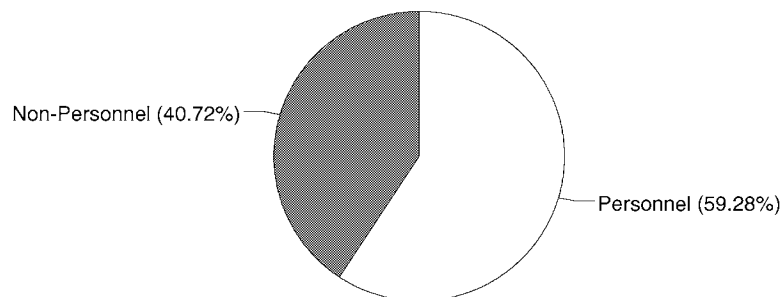
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	60,987	76,904	80,165	82,154
NON-PERSONNEL	65,504	57,246	56,444	56,444
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>126,491</u>	<u>134,150</u>	<u>136,609</u>	<u>138,598</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND*	<u>50,777</u>	<u>54,000</u>	<u>54,000</u>	<u>54,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>50,777</u>	<u>54,000</u>	<u>54,000</u>	<u>54,000</u>
GENERAL FUND	<u>75,714</u>	<u>80,150</u>	<u>82,609</u>	<u>84,598</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 5.5%

FULL-TIME POSITIONS	1.0	1.0	1.0	1.0
TOTAL AUTHORIZED POSITIONS	1.0	1.0	1.0	1.0

* Revenues budgeted in the Special Revenue Fund consist entirely of court-assessed filing fees for civil actions. Revenues from the Alexandria Bar Association and individual contributions are not reflected in the City's budget because these monies do not pass through the City's accounting system. These monies are managed directly by the Law Library.

FY 2006 Approved Expenditures by Type



LAW LIBRARY

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$3,261, or 4.2 percent. This increase is attributable to the cost of an employee merit adjustment.
- Non-Personnel - FY 2006 decrease in non-personnel is \$802, or 1.4 percent. For details on this decrease please see the expenditure reduction described below.

City Council Approved

- The Approved FY 2006 General Fund budget for the Law Library reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share costs increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Expenditure Reductions

- Efficiencies - the budget was reduced by \$802 as an efficiency-based reduction.
-

DEPARTMENT DETAIL

The Alexandria Law Library provides legal resources, library service and reference assistance (both manual and computerized) for the benefit of the judiciary, practicing attorneys, court personnel and the general public. The Law Library is funded by the City, the Alexandria Bar Association, individual contributions, and a court-assessed filing fee of \$4 for all civil cases filed in the Alexandria Circuit and General District Courts. Localities cannot increase this fee beyond its current level without authority from the State.

FY 2000 - FY 2004 Law Library Filing Fee Actual Revenues

Fiscal Year	Number of Cases Filed	Amount in Dollars
2000	14,821	59,284
2001	14,892	59,568
2002	13,855	55,420
2003	13,374	53,496
2004	12,694	50,777

LAW LIBRARY

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To provide legal reference and research assistance to library patrons.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Average number of reference assists per month	441	418	380	375	350
Percentage of requests satisfied*	80 %	75 %	80 %	80 %	90 %

* Anticipated increase in the percentage of requests satisfied in FY 2006 is due to increased electronic resources available.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

PROGRAM DESCRIPTION: This category summarizes the City's contributions to regional, State, and private organizations that provide legal, correctional or animal welfare services for Alexandrians.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
NON-PERSONNEL	<u>3,916,448</u>	<u>4,064,407</u>	<u>4,353,930</u>	<u>4,356,564</u>
TOTAL EXPENDITURES	<u>3,916,448</u>	<u>4,064,407</u>	<u>4,353,930</u>	<u>4,356,564</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>
GENERAL FUND	<u>3,718,115</u>	<u>3,866,074</u>	<u>4,155,597</u>	<u>4,158,231</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 7.6%				

City Manager Proposed

- The Proposed FY 2006 General Fund budget for Other Public Safety and Justice Activities reflects an increase of \$289,523, or 7.5 percent, as compared to the Approved FY 2005 General Fund budget.
- The City's share to the Northern Virginia Juvenile Detention Home, which is determined by formula, increased by \$106,540, or 9.5 percent.
- The City share for Sheltercare, which is determined by formula, increased by \$27,347, or 4.8 percent, from the FY 2005 Approved budget.
- The City's contribution to the Northern Virginia Criminal Justice Academy for operating costs associated with the training of Police and Sheriff sworn staff which is determined by formula, increased by \$47,979, or 10.9 percent, from the FY 2005 Approved budget.
- The City's contribution to the Alexandria District Office of Adult Probation and Parole increased by \$32,009, or 29.8 percent, which will fully fund pay parity with City employees at comparable grades for all twenty-one employees of the office. This pay parity action was initiated in FY 2005.
- The City's contribution to the Animal Welfare League of Alexandria, which operates the Animal Shelter, is determined by a contract. Costs are projected to increase by \$31,659, or 3.5 percent, over the FY 2005 Approved budget.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

City Manager Proposed

- The City's contribution to the Peumansend Creek Regional Jail, which is determined by formula, is proposed to increase by \$22,651, or 4.5 percent over the FY 2005 Approved budget.

City Council Approved

- The City Council approved this budget as proposed by the City Manager with no specific additions or deletions. The Approved FY 2006 General Fund budget for the Alexandria Office of Adult Probation and Parole reflects the City-wide compensation adjustments for a cost of living increase.

DEPARTMENT DETAIL

The Northern Virginia Juvenile Detention Home (NVJDH) serves Alexandria, Falls Church and Arlington County. It is responsible for the confinement of juveniles who are awaiting disposition of their cases by the Juvenile and Domestic Relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program. The NVJDH was first opened in 1960 as a 20-bed facility. It has been remodeled and expanded since then, to 60 pre-dispositional beds and 10 post-dispositional beds. The operating costs of the NVJDH are shared by the State and local participating jurisdictions. Each jurisdiction's share of funding is allocated based on a three-year average actual utilization rate formula. State funding decreased by 23 percent in FY 2003, so the local share increased. State funding is not anticipated to increase in FY 2006.

The City's FY 2006 share increases by \$106,540, or 9.5 percent.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
NORTHERN VIRGINIA JUVENILE DETENTION HOME				
General Fund Expenditures	1,089,915	1,121,236	1,227,776	1,227,776

The Office of the Magistrate issues arrest warrants, summonses, subpoenas, and civil warrants and conducts bond hearings to set bail for individuals charged with a criminal offense. The Magistrate staff consists of five full-time and two part-time State employees and reports directly to the Chief Judge of the 18th Circuit Court. The Office of the Magistrate is funded predominantly by the State. The City's contribution offsets a portion of the office and non-personnel expenditures for the Magistrate. The increase is to offset computer depreciation expenditures.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
OFFICE OF THE MAGISTRATE				
General Fund Expenditures	5,377	3,700	5,154	5,154

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

The Sheltercare Program is a 14-bed "less secure" facility located adjacent to the Northern Virginia Juvenile Detention Home. Sheltercare houses and provides counseling services for troubled youth, runaways and abused children from Alexandria and Arlington. The program was approved by City Council in April 1987, and the City entered into an agreement and a lease with the Northern Virginia Juvenile Detention Commission for the construction and operation of the shelter. The program is funded by the State through the Virginia Juvenile Community Crime Control Act (VJCCCA), the City and by Arlington County, which has an agreement with the City to purchase beds at the shelter.

The total City share of \$678,527 to Sheltercare is partially funded with a \$80,695 credit from the FY 2004 audit reconciliation. The remaining \$597,832 General Fund contribution represents a 4.8 percent increase over the FY 2005 Approved budget.

<u>SHELTERCARE PROGRAM</u>	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	544,417	570,485	597,832	597,832

The Coroner is required by law to investigate all accidental or unattended deaths, for which the City pays a fee of \$50 for each investigation.

<u>CORONER'S OFFICE</u>	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	1,600	4,500	4,500	4,500

The Northern Virginia Criminal Justice Academy (NVCJA) provides certified training for sworn Police and Sheriff personnel and other law enforcement staff in 14 local governments and government-sanctioned organizations. The NVCJA is governed by a Board of Directors consisting of government officials from the participating jurisdictions and is administered by a Board-appointed Director. The City's contribution to the NVCJA operating budget is calculated based on the number of its sworn personnel as a percentage of the total sworn personnel in the participating jurisdictions.

The FY 2006 City share increases by \$47,979, or 10.9 percent from FY 2005 Approved budget. The components of the FY 2006 City share are \$314,886 for the Police Department and \$174,126 for the Office of Sheriff.

<u>NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY</u>	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	433,348	441,033	489,012	489,012

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

The Alexandria District Office of the Adult Probation and Parole Board of the Virginia Department of Corrections, provides supervision of and assistance and counseling to parolees and persons on probation who live within the City. The Adult Probation and Parole program was first established by the State in 1942, with the Alexandria office opening in 1978. In addition to furnishing pre/post-sentence reports to the Circuit Court, the Alexandria Probation and Parole Office operates an Intensive Supervision Program for high-risk offenders, a Home Electronic Monitoring Program for high-risk offenders, and a grant-supported Anti-Drug Abuse Intensive Probation/Supervision for Drug Offenders Program. In addition, the office participates in the Community Reintegration of Offenders Program and in the Domestic Violence Intervention Project. Alexandria's contribution has provided the office with funding to supplement State salary levels. The Approved FY 2005 General Fund budget included a supplemental request of \$57,183, to supplement salaries and to bring them more in line with comparable City positions. The Office has worked with the City's Personnel Services department and all employees were placed on the City salary scale for full pay parity during FY 2005. The FY 2006 approved budget of \$142,069 will achieve full pay parity for all twenty-one employees of the Adult Probation and Parole Office for an entire year. It also reflects the 3% pay raise given to State employees. In future years, the City supplement will be adjusted annually to reflect the difference between the City salary scale and the State salary scale as both are adjusted for cost of living increases.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>ADULT PROBATION AND PAROLE BOARD</u>				
General Fund Expenditures	50,243	107,426 *	139,435	142,069
* Includes an approved supplemental of \$57,183.				

The Public Defender serves as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses. The City contribution provides funding for rent, telecommunications and on-line legal information expenses. The increase in the City's share of Public Defender's Office of \$19,884, or 11.0 percent, is primarily due to increased rent in the Public Defender's leased space.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>PUBLIC DEFENDER'S OFFICE</u>				
General Fund Expenditures	170,147	180,146	200,030	200,030

The Alexandria Volunteer Bureau (AVB), a local non-profit organization, has operated the Alternative Community Service Program (ACSP) since 1998 on behalf of the City under the terms of a Unit Price Agreement where the City compensated the contractor from Non-Departmental Funds. Clients are referred from the Courts and Probation Officers within the City. The FY 2006 Proposed budget of \$30,000 is the same as the FY 2005 Approved budget.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

<u>ALTERNATIVE COMMUNITY SERVICE PROGRAM</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	30,620	30,000	30,000	30,000

The Animal Welfare League of Alexandria (AWLA) administers and operates the Alexandria Animal Shelter under contract with the City and provides services for sick, injured, stray, wild and orphaned animals. The AWLA seeks to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program. AWLA staff are responsible for cat and dog licensing; animal control patrols; and responding to reports of stray animals, suspected rabid animals, and suspected neglect and cruelty cases.

The new Vola Lawson Animal Shelter facility opened in the spring of 2002. The contract between the City and the AWLA was renegotiated in FY 2005. Per the terms of the contract, annual costs shall be adjusted to reflect any increase in the CPI for the Metropolitan Washington-Baltimore area. It is anticipated that the FY 2006 budget will be 3.5 percent more than the Approved FY 2005 budget, which would be \$936,197.

<u>ANIMAL WELFARE LEAGUE OF ALEXANDRIA</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	912,915	904,538	936,197	936,197

The Peumansend Creek Regional Jail, located in Bowling Green, Virginia, in Caroline County, houses low-risk, non-violent inmates from the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, Loudoun and Prince William in a minimum security setting to free up local jail space for higher-risk inmates. The Regional Jail is designed with the capacity for 336 prisoners. The City is guaranteed a minimum of 50 beds. Member jurisdictions' share of operating costs are based on the number of beds per jurisdiction. The City's proposed operating contribution to the Regional Jail is 4.5 percent higher than the FY 2005 Approved Budget.

The City also pays its share of debt service costs for the construction of this facility. These costs are budgeted in the City's capital budget. For additional information on this facility, please refer to the City's Capital Improvement Program document, Peumansend Creek Regional Jail project.

<u>PEUMANSEND CREEK REGIONAL JAIL</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	479,533	503,010	525,661	525,661

REGISTRAR OF VOTERS

132 N. Royal Street, Suite 100 • Alexandria, VA 22314 • 703.838.4050
Thomas M. Parkins, Registrar of Voters • thomas.parkins@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To administer voter registration programs required and authorized by local, State and federal laws and the Alexandria Electoral Board including the accurate maintenance of voter registration rolls and to ensure the legality and integrity of the electoral process.

OBJECTIVES:

- To increase the accuracy of voter records and the enfranchisement of Alexandria Voters.
- To maintain voter registration services for all eligible citizens.
- To maintain current voter registration records including inactive voters.

TOTAL FINANCIAL RESOURCES

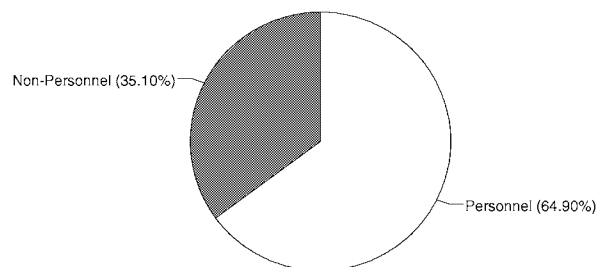
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	582,041	607,305	637,213	652,033
NON-PERSONNEL	276,860	346,892	352,589	352,589
CAPITAL GOODS OUTLAY	<u>66,092</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>924,993</u>	<u>954,197</u>	<u>989,802</u>	<u>1,004,622</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>924,993</u>	<u>954,197</u>	<u>989,802</u>	<u>1,004,622</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 5.3%

FULL-TIME POSITIONS	4.0	4.0	6.0 *	6.0 *
PART-TIME POSITIONS (FTE)	1.4	1.4	0.6	0.6
TOTAL AUTHORIZED POSITIONS	5.4	5.4	6.6	6.6

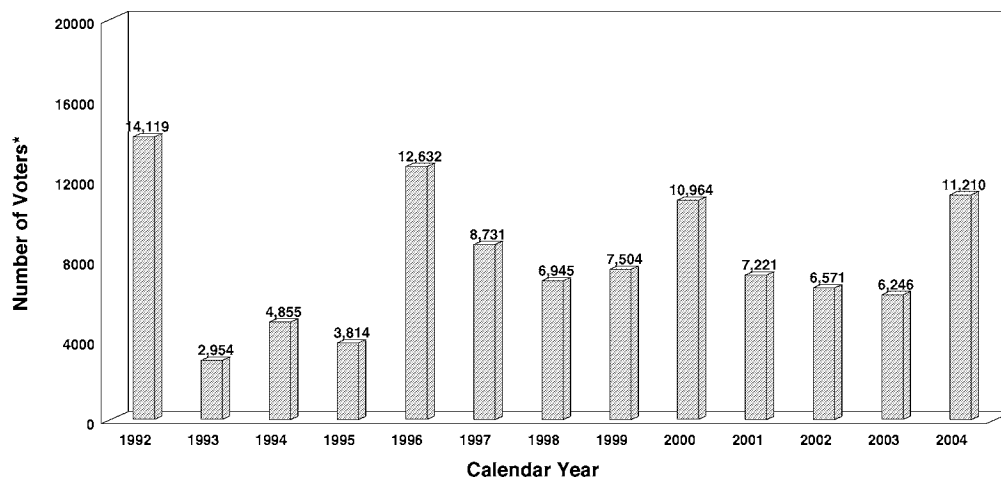
* Includes adding one full-time Administrative Assistant and one full-time Assistant Registrar position to provide additional administrative support in the department. The total costs for these positions (\$88,372) are offset by a decrease in part-time personnel (\$78,382) and overtime costs (\$10,000), resulting in no new net cost to the City.

FY 2006 Approved Expenditures by Type



REGISTRAR OF VOTERS

New Alexandria Voters Registered 1992-2004



* Voter registration follows a cyclical pattern, with the largest increases in new voters registered occurring in presidential election years (1992, 1996, 2000 and 2004).

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$29,908, or 4.9 percent. This increase is attributable to the cost of employee merit adjustments and an increased City supplement for the Registrar whose base salary is set by the State. The increased supplement for the Registrar was implemented in mid FY 2005.
- Non-Personnel - FY 2006 increase in non-personnel is \$5,697 or 1.6 percent. For details on this increase please see adjustments to maintain current services and policies offset by expenditure reductions described below.

Adjustments to Maintain Current Services and Policies

- Increase in rent of \$15,862 to due higher costs at Tavern Square.

City Council Approved

- The Approved FY 2006 General Fund budget for the Registrar of Voters reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

REGISTRAR OF VOTERS

Supplemental Budget Requests

Approved

- Administrative Assistant \$0
This supplemental budget request is to fund a full-time Administrative Assistant position in the Elections Division. The incumbent will provide additional administrative support to the Elections Administrator. This will improve the effectiveness of providing services to the City's voting public. In addition, the position is necessary to ensure the integrity of the elections process. The total costs for this position (\$48,952, including benefits) are offset by a decrease in lump-sum part-time (\$38,952) and over-time (\$10,000) costs, resulting in no new net cost to the City.
- Assistant Registrar \$0
This supplemental request is to convert a part-time Assistant Registrar position in the Administration Division to permanent full-time status. The incumbent will provide additional administrative support to the Registrar. The position will serve the City's diverse community, particularly the Spanish speaking population. In addition, it will allow voter outreach services to fully engage a greater portion of the community, including language minorities. The total costs for this position (\$39,420) are offset by a decrease in part-time (\$27,657) and lump-sum part-time (\$11,763) employee salaries, resulting in no new net cost to the City.

Expenditure Reductions

- Efficiencies - the budget was reduced by \$9,642 in the postage and temporary service accounts.

DEPARTMENT DETAIL

The Registrar of Voters manages a comprehensive program of year-round voter registration. The department registers voters during regular and extended hours at the Registrar of Voters' Office and at outreach sites convenient to all City neighborhoods. The Registrar provides services for candidates seeking election, absentee voters and voters with disabilities. The department compiles and preserves accurate records of registrations and elections.

The National Voter Registration Act (NVRA) has proven effective in making registration accessible and establishing safeguards that ensure the right to vote. Individuals may register by mail or in person at the Office of Voter Registration, the Virginia Department of Motor Vehicles (DMV), public assistance agencies and other convenient sites. In Calendar Year (CY) 2004, the Registrar's office received a total of 39,202 registration applications.

In March 2000, the Alexandria Registrar of Voters established a co-location program at the Mill Road DMV branch. The object of this program is to provide more effective service to voters. The program provides for the presence of an Assistant Registrar to assist voters in completing their voter registration applications. The program has resulted in a dramatic

REGISTRAR OF VOTERS

DEPARTMENT DETAIL

reduction in the number of rejected applications as illustrated in the "Indicators and Measures" section below.

Voter registration and voting follow a cyclical pattern, with the largest increases in new voters registered occurring in presidential years (1992, 1996, 2000 and 2004). This trend is illustrated in the graph entitled, "New Alexandria Voters Registered" above. In calendar year 2004, the department registered 11,210 new Alexandria voters. After accounting for individuals no longer eligible to vote in the City, Alexandria had a total of 77,471 active registered voters as of December 31, 2004.

The local Electoral Board appoints the Registrar to a renewable four-year term. The Board also appoints an elections administrator who is responsible for maintaining election equipment and supplies, overseeing polling places, contacting election officers, preparing ballots and mailing absentee ballots. The board is composed of three members who are appointed by the Circuit Court for staggered three-year terms. The Code of Virginia requires that two of the three members of the Electoral Board belong to the same political party as the Governor, with the third member belonging to the opposing party.

Three elections were held in FY 2004: The November General Election for the Virginia General Assembly, 13,207 voters; the Democratic Presidential Primary, 13,782 voters; the June Democratic Primary Election for Virginia 8th District U.S. House of Representatives, 10,837 voters.

INDICATORS AND MEASURES

OBJECTIVE: [Registrar - DMV Co-Location] To increase the accuracy of voter records and the enfranchisement of Alexandria Voters.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Alexandria voter registration applications received, Mill Road DMV location*	6,047	5,342	9,860	***** 6,500	6,000
Rejected applications from Mill Road DMV location	208	166	197	130	120
Rate of rejection, Mill Road DMV location**	3.4%	3.1%	2.0%	2.0%	2.0%
Alexandria voter registration applications received from other DMV offices***	8,699	8,522	8,052	8,000	8,000
Rejected applications from other DMV offices****	1,516	1,621	1,167	960	840
Rate of rejection from other DMV offices****	17.4%	19.0%	14.5%	12.0%	10.5%

* In March 2000, the Registrar of Voters established a co-location program at the Alexandria DMV site to provide better service to voters and more accurate voter registration records.

** Applications are typically rejected when the voter fails to fully complete the application. As a result of the co-location program, an Assistant Registrar is present to assist registrants, resulting in a decrease in the number and rate of rejected applications.

*** Applications completed by Alexandrians at other DMV offices, primarily Fairfax County and Arlington County, are forwarded without the benefit of review by an Assistant Registrar.

**** Without the presence of an Assistant Registrar at other DMV offices, rejected applications are high due to mistakes made on the application or ineligible voters registering. The presence of an Assistant Registrar at the DMV allows those mistakes to be caught immediately.

***** Increase is due to presidential year increased voter registration activity.

REGISTRAR OF VOTERS

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: [Registrar] To maintain voter registration services for all eligible voters.

	Actual CY 2002	Actual CY 2003	Actual CY 2004 ***	Estimated CY 2005	Projected CY 2006
Number of registration transactions completed successfully*	36,142	50,983	59,550	50,000	40,000
Registrations received from NVRA sources**	25,312	22,842	35,550	25,000	30,000
Total registrations from all sources	27,149	24,175	39,202	30,000	32,000

* Registration transactions include applications, changes of address and other administrative updates.

** National Voter Registration Act, enacted March 1996.

*** Increase in FY 2004 is due to presidential year increased voter registration activity.

OBJECTIVE: [Registrar] To maintain current voter registration records including inactive voters.*

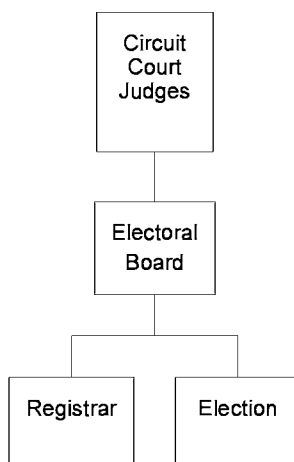
	Actual CY 2002	Actual CY 2003	Actual CY 2004 ****	Estimated CY 2005	Projected CY 2006
Total number of new Alexandria voters registered**	6,571	6,246	11,210	8,000	8,000
Total number of Alexandria registered voters***	86,423	85,314	91,430	90,000	90,000

* Voter Registration data are measured on a calendar year basis. Year to year changes in these data are the result of the cyclical pattern of citizen interest in the electoral process, with the greatest voter participation occurring in presidential election years.

** It should be noted that the number of registration applications completed generally exceeds the number of new voters registered because applications may have been submitted by non-citizens, persons not meeting the age requirement, duplicate application filings, or other errors/omissions in the initial application.

*** Deletions of individuals due to address changes and system purges account for the variation between this figure and the sum of new voters registered in a given year added to the prior year's total registered voters.

**** Increase in FY 2004 is due to presidential year increased voter registration activity.



SHERIFF

2003 Mill Road • Alexandria, VA 22314 • 703.838.4114

James H. Dunning, Sheriff

PROGRAM GOAL: To administer the Alexandria Detention Center (ADC) in a safe and secure manner for individual residents, staff, citizens, and volunteers; to provide safe and uninterrupted operation of all judicial proceedings at the City of Alexandria Courthouse; and to support the Court through timely service of legal processes and warrants.

OBJECTIVES:

- To complete State-mandated recruit training for newly hired Deputy Sheriffs within one year from date of hire at the Northern Virginia Criminal Justice Academy (NVCJA).
- To acquire appropriate hardware and software for the Sheriff's Office users in an effort to give them the tools to expand productivity and improve their efficiency, and to properly maintain and update the hardware and software as needed to support the functions for which it was acquired.
- To provide effective bailiff and security services for the Circuit, General District, and Juvenile and Domestic Relations Courts, safeguarding the presiding Judge and court personnel, prisoners, and members of the general public.
- To evaluate, process, and place candidates for alternative sentencing programs, such as Work Release, Modified Work Release, or Incremental Sentencing.
- To maintain individuals within the Detention Center in a safe and secure manner.
- To accurately process individual record files regarding initial intake and subsequent releases.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	17,248,925	17,445,526	18,214,811	18,704,174
NON-PERSONNEL	3,165,542	3,057,607	3,422,151	3,422,151
CAPITAL GOODS OUTLAY	<u>41,288</u>	<u>84,895</u>	<u>137,000</u>	<u>137,000</u>
TOTAL EXPENDITURES	<u>20,455,755</u>	<u>20,588,028</u>	<u>21,773,962</u>	<u>22,263,325</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	627,924	712,352	749,019	749,019
INTERNAL SERVICES	<u>121,480</u>	<u>70,280</u>	<u>154,292</u>	<u>154,292</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>749,404</u>	<u>782,632</u>	<u>903,311</u>	<u>903,311</u>
GENERAL FUND	<u>19,706,351</u>	<u>19,805,396</u>	<u>20,870,651</u>	<u>21,360,014</u>

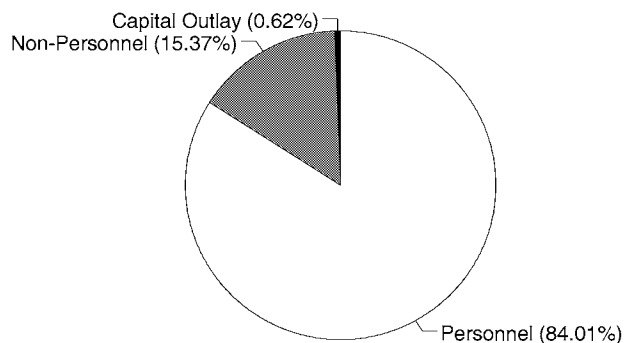
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 7.8%

FULL-TIME POSITIONS	211	212 *	212	212
TOTAL AUTHORIZED POSITIONS	211	212	212	212

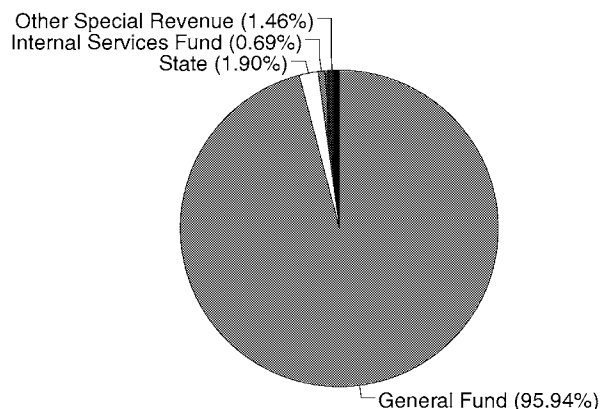
* Includes an approved supplemental request for 1.0 FTE new Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy, based on agreement with the Academy's Executive Committee and determined by the number of sworn personnel.

SHERIFF

FY 2006 Approved Expenditures by Type



FY 2006 Approved Expenditures by Fund



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$769,285, or 4.4 percent. This increase is attributable to the cost of employee merit adjustments and increases in overtime and shift differential required to maintain current services. This increase is partially offset by the application of a vacancy factor of 1.0 percent, or \$170,902.
- Non-Personnel - FY 2006 increase in non-personnel is \$364,544, or 11.9 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.
- Capital Outlay - FY 2006 increase in capital outlay is \$52,105, or 61.4 percent. This increase is due to the scheduled replacement of six vehicles in FY 2006, compared to two vehicles in FY 2005.

SHERIFF

City Manager Proposed

Adjustments to Maintain Current Services and Policies

- Overtime for all Divisions – \$585,339
This adjustment provides adequate funding for the department's overtime needs, which increased after September 11, 2001. In addition, many sworn officers work regular shifts of 84 or 87.5 hours per pay period.
- Housekeeping and janitorial supplies – \$80,000
This adjustment is based on average expenditures for the past three years and covers a wide variety of items for inmate hygiene, in addition to cleaning supplies.
- Janitorial services contract for public and secure areas of the jail – \$74,821
Police Department staff previously provided this service. The Police Department has relocated and the Sheriff must contract for this service. Inmates clean their own cells and common living areas, but are not allowed in secure areas of the jail.
- Shift differential – \$72,309
Beginning in FY 2006, shift differential is budgeted separately and not included in overtime costs. This adjustment will cover shift differential, at \$0.58 per hour.
- Medical services contract and pharmaceuticals – \$63,746
Medical, dental and hospital services must be provided to inmates. Two contractors provide these services and this adjustment will provide for increases based on the Consumer Product Index (CPI). (An additional \$250,000 may be required. See below.)
- Food services contract – \$49,286
This adjustment provides for a 3.5 percent CPI increase in the cost per meal for an average daily inmate population of 443. Some staff meals are also provided.
- Mental Health services contract – \$20,657
Office of Sheriff contracts with the City Department of Mental Health, Mental Retardation and Substance Abuse to provide mental health and substance abuse services at the detention center, including crisis intervention, case management, intervention and psychosocial education. The Sober Living Unit is part of this contract. This adjustment reflects increases in contract costs, which generally reflect increases in City personnel costs.
- Pre-employment psychological testing – \$19,107
The department contracts with a private provider to perform pre-employment psychological screenings and fitness-for-duty evaluations. The current contract provides for increases based on the Consumer Price Index (CPI). This adjustment provides adequate funding for this contract based on average costs for the past three years.
- Increased costs for other existing contracts – \$19,000
- Increased grant match for Pre-Trial and Probation Services – \$11,282
- Increased costs for dues, memberships, periodicals and the State Code – \$10,500
- Expenditures for accreditation – \$10,000
- Additional increases for professional fees, operating supplies, radio maintenance, medical screenings, and regional travel of approximately \$44,240

SHERIFF

City Council Approved

- The Approved FY 2006 General Fund budget for the Office of Sheriff reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- As recommended by the City Manager and approved by the City Council per Budget Memo #48, a total of \$3.0 million has been designated in Fund Balance for any possible changes in compensation for sworn public safety (Police, Fire and Sheriff) employees that will be studied and presented to City Council for consideration in FY 2006.

Supplemental Budget Requests

Approved

- Full-time bilingual mental health therapist for jail \$74,321
The Sheriff's Office has an agreement with the Department of MHMRSA to provide mental health and substance abuse services in the jail. This includes the Sober Living Unit. Approximately 48 percent of inmates are Spanish-speaking. A bi-lingual therapist can help serve this growing population. The therapist will be supervised by the Department of MHMRSA.
- Overtime for in-service training \$20,000
The department has numerous training requirements imposed by the Department of Criminal Justice Services, the American Correctional Association and the Commission on Accreditation for Law Enforcement Agencies. Overtime is sometimes necessary to meet these training requirements for sworn staff.
- Inmate clothing \$19,090
This request is based on prior years actual expenditures. The department must provide jumpsuits, sportswear, undergarments, shoes and workforce clothing.
- Protective equipment for cell extraction \$6,500
Current equipment is 20 years old. Satisfactory equipment is needed for the removal of violent or dangerous prisoners from their cells within the jail or the Courthouse.
- Maintenance contract for new video arraignment system \$2,000
Monies are included in the FY 2005 CIP for replacement of the old video arraignment equipment. A maintenance contract is required to cover the new system.
- Spectacle (glasses) kits for face pieces \$1,500
The face piece worn during emergency situations does not accommodate eyeglasses. These special kits will help the approximately 60 sworn staff who wear glasses.

Not Approved

- Canine unit (2 Deputies and 2 canines) \$265,444
- Four new Deputy Sheriffs for Security Division \$228,185
- Offender Aid and Restoration contract; additional appropriation of \$95,081
- Scott voice amplifiers \$83,500

SHERIFF

Supplemental Budget Requests, continued

Not Approved, continued

- Full time Grant Writer/Administrator \$71,296
- Full-time Deputy Sheriff for training \$57,051
- Carbines and ammunition \$22,000
- Miscellaneous increases for printer supplies, new software, recruitment funds, new furniture, long distance travel, flat screen TVs, and conference registration fees totaling approximately \$32,758

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$170,902 described above, the department reduced expenditures by \$127,823 as efficiency reductions. These reductions are spread across all Divisions.

Other Issues

- The Sheriff has been advised by the current medical services contractor that for the final contract year May 1, 2005 through April 30, 2006, it will request an increase of \$259,036, in addition to the anticipated 2.5 percent CPI increase. The Office of Sheriff is working with the City's Purchasing Office in the event the contract will need to be competitively rebid for FY 2006. In recognition of the possibility of higher medical services costs, the budget proposes a designation of fund balance of \$250,000.

DEPARTMENT DETAIL

The Office of the Sheriff provides courthouse and courtroom security; serves warrants and legal documents issued by the courts; operates the Alexandria Detention Center; and manages the Comprehensive Community Corrections Act (CCCA), Pre-trial Services Act (PSA), and Alexandria Alcohol Safety Action Program (AASAP).

The City of Alexandria Detention Center houses individuals who are awaiting trial, serving sentences of up to two years or are awaiting transfer to a State correctional facility. The Detention Center has a rated capacity of 343. In FY 2004, the Detention Center housed an average daily population of 462. Of the 446 total prisoners in the Detention Center on January 31, 2005, 236 were local, 126 were federal and 60 were State prisoners. In addition, there were 24 prisoners housed at the Peumansend Creek Regional Jail.

DETAIL BY DIVISION

Administrative Services Division provides resources for Office of the Sheriff divisions to perform their duties and responsibilities efficiently and effectively. The Fiscal and Financial Management section manages the Office's financial resources through the preparation and administration of the operating and capital improvement budgets, overall financial planning, control of expenditures, procurement and payment for goods and services, including the

SHERIFF

DETAIL BY DIVISION

payroll, safeguarding of Detention Center inmate assets, and management of the canteen services contract. Resources Management screens and recruits staff; prepares and maintains personnel records; ensures staff mandated training; prepares National, State and Department of Criminal Justice Services (DCJS) accreditations and certifications; and manages the Office's vehicle fleet.

<u>DIVISION:</u> Administrative Services	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	2,044,761	2,161,271 *	2,294,913	2,341,029
<u>FULL-TIME STAFFING</u>	17	18 *	18	18
* Approved supplemental for 1.0 FTE Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy. This amount also includes the approved supplemental requests for the Self-Contained Breathing Apparatus (\$6,000); the protective vests (\$25,795); and the partial replacement of office furniture (\$7,500).				

INDICATORS AND MEASURES

OBJECTIVE: [Administrative Services] To complete State mandated recruit training for newly hired Deputy Sheriffs within one year from date of hire at the Northern Virginia Criminal Justice Academy (NVCJA).

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Deputies enrolled in 21 week training	15	23	9	9	9
Cost per deputy trained*	\$36,707	\$36,372	\$37,645	\$37,645	\$37,913
Percentage of deputies completed training and certified	100 %	83 %	100 %	100 %	100 %

* This cost is based on the City's cash contribution to NVCJA, salaries/benefits of in-house training staff and salaries/benefits of recruits while in training. Due to the fixed cost of the NVCJA contribution and the in-house training staff, a fewer number of recruits generally equates to a higher cost per deputy trained.

The Information/Technology Division plans and manages automated systems for the Office of Sheriff through software and hardware updates and maintenance, network administration, and operation of the Alexandria Justice Information System (AJIS) database.

<u>DIVISION:</u> Information/Technology	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	391,430	414,971	368,974	387,375
<u>FULL-TIME STAFFING</u>	4	4	4	4

SHERIFF

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Information Technology] To acquire the appropriate hardware and software for the Sheriff's Office users in an effort to give them the tools to expand productivity and improve their efficiency, and to properly maintain and update the hardware and software as needed to support the function(s) for which it was acquired.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total number of workstations	108	109	110	112	115
Total number of software updates installed	460	335	880	448	460
Average number of updates per workstation	4.3	3.1	8.0	4.0	4.0

The Judicial Services Division provides Courthouse and courtroom security and serves non-warrant legal documents issued by the Alexandria Circuit, Juvenile and Domestic Relations, General District, and State Appeals Courts.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Judicial Services				
All Funds Expenditures	1,900,349	2,062,041 *	2,054,948	2,109,887
<u>FULL-TIME STAFFING</u>	24	24	24	24
* Includes an approved supplemental request for a portable X-ray machine and two magnetometers (\$13,200).				

INDICATORS AND MEASURES

OBJECTIVE: [Judicial Services] To provide effective bailiff and security services for the Circuit, General District, and Juvenile and Domestic Relations Courts, safeguarding the presiding Judge and Court personnel, prisoners and members of the general public.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total number of civil, criminal and traffic trials supervised	74,367	82,613	82,000	82,000	82,000
Hourly staff costs of supervising trials	\$65.00	\$66.62	\$67.95	\$67.95	\$67.95
Percentage of trials successfully protected	100%	100%	100%	100%	100%

The Inmate Services Division classifies inmates in the detention center; manages inmate programs; coordinates more than 200 volunteers delivering inmate programs; manages community corrections programming for the courts and alternative sentencing programs including Work Release, Modified Work Release, Incremental Sentencing, and Electronic Monitoring; oversees mental health services, including the Sober Living Unit, a model jail-based therapeutic community program for drug and alcohol offenders; and manages the Electronic Home Monitoring Program which enables non-violent, low-risk offenders to stay with their families and maintain their employment or student status, or seek employment if unemployed, while serving out their sentence. The Electronic Home Monitoring Program, which has a maximum capacity of 15, is cost effective, and continues to be successful based on the number of offenders completing their sentences.

SHERIFF

DETAIL BY DIVISION

<u>DIVISION:</u> Inmate Services	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	1,748,902	1,682,562	2,262,184 *	2,313,486 *
<u>FULL-TIME STAFFING</u>	16	16	22 *	22 *
* Approximately \$424,000 of this increase is due to moving two State grant-funded programs, Pre-Trial and Local Probation Services, with six full-time staff, from the Support Division into the Inmate Services Division.				

INDICATORS AND MEASURES

OBJECTIVE: [Inmate Services] To evaluate, process, and place candidates for alternative sentencing programs, such as Work Release, Modified Work Release, or Incremental Sentencing.*

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Number of individuals evaluated for alternative programs	384	316	334	316	340
Percentage of individuals accepted into alternative programs	45 %	36 %	41 %	49 %	48 %
Average cost per individual processed	\$85	\$107	\$104	\$103	\$99
Average monthly income per alternative program participant**	\$2,400	\$1,219	\$1,206	\$1,210	\$1,250

* Data have been modified from previously published documents.

** Work Release program revenue for which the Sheriff's Office receives 20% of the offender's salary. The amount of revenue collected varies from year to year due to the number of participants and the amount of their salaries.

The Security Division is the largest of the six Office of Sheriff Divisions. This Division provides inmate supervision and jail security. Specific duties include facility access control, the coordination of inmate visitation, and the oversight and management of inmates, as well as the perimeter security of the Public Safety Center.

<u>DIVISION:</u> Security	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	9,621,213	9,489,972	10,093,151	10,357,850
<u>FULL-TIME STAFFING</u>	114	114	114	114

SHERIFF

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Security Division] To maintain individuals within the Detention Center in a safe and secure manner.*

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of inmate days per year	201,638	240,522	240,010	240,500	240,500
Average daily population *	430	467	462	460	460
Percentage of inmates maintained safely	100 %	100 %	100 %	100 %	100 %
Direct operating cost per inmate day **	\$48.35	\$46.24	\$39.92	\$49.52	\$50.51

* Includes local prisoners housed at the Peumansend Creek Regional Jail in Caroline County, Virginia.

** Amortized capital costs of the Detention Center are not included in this calculation.

The Support Services Division provides daily operational support to all divisions of the Office of Sheriff through facility management, inmate records management, prisoner transportation, warrant service and medical and food services contract management.

<u>DIVISION:</u> Support Services	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
All Funds Expenditures	4,498,957	4,488,956 *	4,374,870**	4,428,776**
<u>FULL-TIME STAFFING</u>	32	32	26**	26**
<p>* Includes an approved supplemental request of \$105,741 for mandated medical services to inmates, and \$6,000 for the replacement of security equipment used in the Booking Center.</p> <p>** Two State grant funded programs, Pre-Trial and Local Probation Services, totaling \$424,097, have been shifted from Support Services to the Inmate Services Division. These programs have 6.0 full-time staff.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Support Services] To accurately process individual record files regarding initial intake and subsequent releases.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of inmate files processed for initial commitment and release *	20,000	23,154	24,776	24,800	24,800
Percent of files processed without error	100%	100%	100%	100%	100%
Average number of commitments and releases handled by record clerks per day *	18	23	25	25	25
Number of warrants served *	800	880	1,000	1,050	1,050

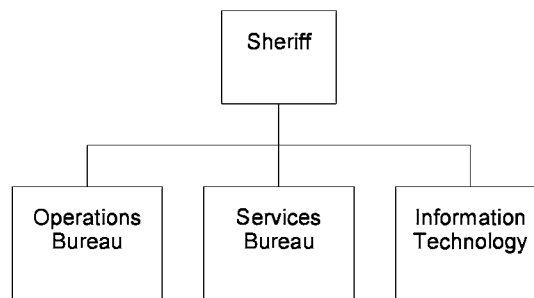
* Data have been modified from previously published documents.

SHERIFF

DETAIL BY DIVISION

The Alexandria Alcohol Safety Action Program (AASAP) provides intervention, probation, and case management services to persons convicted of Driving Under the Influence (DUI) or other alcohol/drug related offenses. AASAP also provides information and education to the public in an effort to reduce the incidence of DUI. AASAP is funded by client fee revenue.

<u>DIVISION: AASAP</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
All Funds Expenditures	250,143	288,255	324,922	324,922
<u>FULL-TIME STAFFING</u>	4	4	4	4



SHERIFF

Addendum Table I
"Net City Share" of Office of Sheriff Operations

	FY 2004 Actuals	FY 2005 Approved	FY 2006 Proposed	FY 2006 Approved
Total Expenditures - All Funds	<u>\$20,455,755</u>	<u>\$20,588,028</u>	<u>\$21,773,962</u>	<u>\$22,263,325</u>
Special Revenue Fund Revenues				
Special Revenue Fund	627,924	712,352	749,019	749,019
Internal Services	121,480	70,280	154,292	154,292
Total Special Revenues	<u>749,404</u>	<u>782,632</u>	<u>903,311</u>	<u>903,311</u>
General Fund Expenditures (Total Expenditures Less Special Revenues)	<u>\$19,706,351</u>	<u>\$19,805,396</u>	<u>\$20,870,651</u>	<u>\$21,360,014</u>
Sheriff Related General Fund Revenues				
Federal Prisoner Per Diem	\$5,489,350	\$5,300,000	\$4,100,000	\$4,100,000
State Compensation Board	4,172,485	4,037,000	4,071,000	4,512,000
State Prisoner Per Diem	792,750	775,000	972,000	972,000
Sheriff's and Magistrate's Fees	37,512	26,000	114,000	114,000
Work Release Fees	<u>10,343</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total General Fund Revenues	<u>\$10,502,440</u>	<u>\$10,163,000</u>	<u>\$9,282,000</u>	<u>\$9,723,000</u>
Net City Share (General Fund Expenditures Less General Fund Revenues)	<u>\$9,203,911</u>	<u>\$9,642,396</u>	<u>\$11,588,651</u>	<u>\$11,637,014</u>

SHERIFF

Addendum Table II
Office of Sheriff Staffing, FY 2003 - FY 2006

	FY 2003 Actual	FY 2004 Actual	FY 2005 Approved	FY 2006 Proposed	FY 2006 Approved
Sworn Positions:					
Sheriff	1	1	1	1	1
Undersheriff	1	1	1	1	1
Chief	1	1	1	1	1
Captain	4	4	4	4	4
Lieutenant	6	7	7	7	7
Sergeant	15	14	14	14	14
Sheriff Deputy	<u>139</u>	<u>139</u>	<u>140*</u>	<u>140</u>	<u>140</u>
TOTAL SWORN	167	167	168	168	168
TOTAL CIVILIANS	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>
TOTAL SHERIFF STAFF	<u>211</u>	<u>211</u>	<u>212</u>	<u>212</u>	<u>212</u>

* Approved supplemental request for 1.0 FTE Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy.

General Government

Citizen Assistance
Finance
General Services
Human Rights
Information Technology Services
Internal Audit
Management and Budget
Non-Departmental
Office on Women
Personnel Services
Real Estate Assessments

CITIZEN ASSISTANCE

301 King Street, Room 1900 • Alexandria, VA 22314 • 703.838.4800
Rose Boyd, Director • rose.boyd@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To serve as the City's ombudsman and advocate for the residents of the City of Alexandria and resolve individual problems regarding City services or assist in obtaining necessary services; to encourage residents to seek out government services and assistance when needed; to inform the public about government policies and services; to serve as the Freedom of Information Office for the City; to monitor cable television operations for compliance with franchise provisions; and to provide effective cable TV subscriber and consumer complaint resolution.

OBJECTIVES:

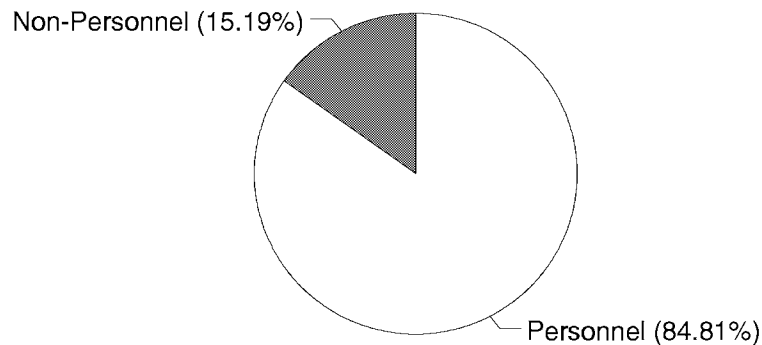
- To process formal (written) City Council requests for information and follow-up on requests from residents within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on residents' complaints within 24 hours of their receipt.
 - To process all requests for City records and data under the Virginia Freedom of Information Act (FOIA) within 5 working days of their receipt.
 - To investigate and resolve consumer complaints within 20 working days and answer routine inquiries immediately.
 - To monitor the activities of the cable franchisee, process complaints, such as billing disputes, that cannot be resolved by the franchisee, and schedule the programming of and post information about City-sponsored meetings and events on the local government channel.
-

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	497,112	519,959	543,701	560,702
NON-PERSONNEL	139,536	102,200	100,400	100,400
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>636,648</u>	<u>622,159</u>	<u>644,101</u>	<u>661,102</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>7,953</u>	<u>5,400</u>	<u>5,400</u>	<u>5,400</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>7,953</u>	<u>5,400</u>	<u>5,400</u>	<u>5,400</u>
GENERAL FUND	<u>628,695</u>	<u>616,759</u>	<u>638,701</u>	<u>655,702</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 6.3%				
FULL-TIME POSITIONS	7.0	7.0	7.0	7.0
PART-TIME POSITIONS (FTE)	0.75	0.75	0.75	0.75
TOTAL AUTHORIZED POSITIONS	7.75	7.75	7.75	7.75

CITIZEN ASSISTANCE

FY 2006 Approved Expenditure by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$23,742, or 4.6 percent. This increase is attributable to the cost of employee merit adjustments. A vacancy factor of 2.0 percent, or \$11,086 in savings has been applied.
- Non-Personnel - FY 2006 decrease in non-personnel is \$1,800, or 1.8 percent. For details on this decrease please see adjustments to maintain current services and policies described below.

Adjustments to Maintain Current Services and Policies

- Adjustments to base were made in the amount of \$1,300 to reflect the depreciation costs for computer equipment replacement, and \$500 in the fees for professional services.

City Council Approved

- The Approved FY 2006 General Fund budget for Citizen Assistance reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

CITIZEN ASSISTANCE

DEPARTMENT DETAIL

Services to Residents

The Office of Citizen Assistance provides residents with an easily accessible point of contact within City government. The Office responds to individual requests for information and/or complaints regarding City services and strives to make local government more responsive to the needs of its residents. The Office provides staff assistance to six boards and commissions, assists in the City's public information functions during emergencies, processes appointments to all City Council-appointed committees, and performs other projects and assignments as directed by the City Manager. The Office is also responsible for processing all requests for City records and data under the Virginia Freedom of Information Act.

INDICATORS AND MEASURES

OBJECTIVE: To process formal (written) City Council requests for information and follow-up on resident requests within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on residents' requests within 24 hours of their receipt.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Number of formal requests processed	58	143	165	150	150
Number of formal requests processed within 10 days*	37	86	94	140	140
Number of informal requests processed	86	216 **	438	200	200
Percentage of informal requests processed within 24 hours	100 %	95 %	98 %	98 %	98 %

* Requests may take longer than 10 days to process due to the complexity of the issue or availability of the information.

** The increase of informal requests is primarily attributable to residents requesting more information from City Council.

OBJECTIVE: To process all requests for City records and data under the Virginia Freedom of Information Act (FOIA) within 5 working days of their receipt.*

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of FOIA requests	474	519	520	500	500
Average days required to process each request	5	5	5	5	5
Percentage of requests processed within mandated 5-day time frame	76 %	84 %	85 %	90 %	90 %

* Time can be extended, per State law, an additional 7 working days if required to produce documents. Extensions are generally required when files are very old and have to be retrieved from an offsite storage facility.

Consumer Affairs

The Office of Citizen Assistance includes the Consumer Affairs function, which seeks to resolve residents complaints alleging unfair, fraudulent or dangerous business practices, and to prevent unfair trade practices through community education and information programs. The Office also processes residents complaints and informational requests from Council Members, administers the City's Charitable Solicitations Ordinance, and registers fund-raising activities by charitable organizations.

CITIZEN ASSISTANCE

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To investigate and resolve consumer complaints within 20 working days and answer routine inquiries immediately.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of complaints received	386	398	324	300	300
Number of information requests received	9,585	8,496	13,707	8,000	8,000
Value of goods and services recovered for consumers*	\$93,969	\$128,567	\$167,811	\$140,000	\$140,000

* Consumer Affairs staff monitor the dollar value of property and other recoveries.

Cable Television

The Office of Citizen Assistance has responsibility for monitoring the cable television franchisee's performance in the City. This includes ensuring compliance with the City Code requirements and franchise agreement; processing complaints that cannot be resolved by the franchisee; scheduling programming and posting information about City-sponsored meetings and events on the local government channel; promoting, developing and coordinating the use of the governmental, educational and community cable channels; and providing staff support for the Alexandria Commission on Information Technology.

INDICATORS AND MEASURES

OBJECTIVE: To monitor the activities of the cable franchisee, process complaints, such as billing disputes, that cannot be resolved by franchisee, and schedule the programming of and post information about City-sponsored meetings and events on the local government channel.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of complaints received*	112	124	45	125	125
Number of meetings cablecast**	140	135	135	140	140
Number of requests for videotapes of meetings	37	19	113	40	50

* Cable television franchisee's installation of new billing system which resulted in increased complaints received regarding billing services and difficulty contacting the franchisee due to large volume of calls.

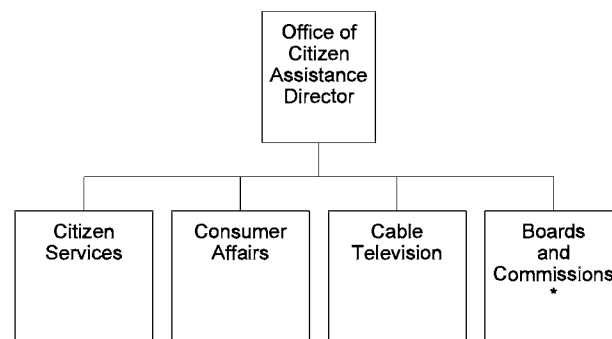
** Meetings that are cablecast include City Council, School Board, Planning Commission, Board of Zoning Appeals, and both panels of the Board of Architectural Review.

CITIZEN ASSISTANCE

DEPARTMENT DETAIL

Boards and Commissions

The Executive Secretary for Boards and Commissions within this office processes all appointments to City Council appointed boards, committees and commissions and provides administrative staff support. Please see City Council listing located in the Legislative and Executive tab of this document for a full listing of the City's Boards and Commissions.



*Part-time staff

FINANCE

301 King Street, Room 1600 • Alexandria, VA 22314 • 703.838.4755
Daniel Neckel, Director • daniel.neckel@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, responsible accounting and purchasing practices and pension administration practices.

OBJECTIVES:

- To prepare timely and accurate accounting and financial reports in compliance with established Government Finance Officers Association (GFOA) standards.
- To pursue an investment strategy yielding an average rate of return higher than the federal funds rate.
- To mail tax bills to property owners at least 30 days prior to payment due date.
- To collect outstanding parking violations.
- To collect delinquent personal property taxes.
- To procure goods and services for the City in a fair and equitable manner.
- To administer the City's pensions equitably and in accordance with plan documents and applicable laws.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	5,645,720	6,112,398	6,275,014	6,461,965
NON-PERSONNEL	2,100,820	1,661,087	1,653,719	1,653,719
CAPITAL GOODS OUTLAY	<u>26,561</u>	<u>50,800</u>	<u>40,060</u>	<u>40,060</u>
TOTAL EXPENDITURES	<u>7,773,101</u>	<u>7,824,285</u>	<u>7,968,793</u>	<u>8,155,744</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>50,000</u>	<u>40,060</u>	<u>40,060</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>50,000</u>	<u>40,060</u>	<u>40,060</u>
GENERAL FUND	<u>7,773,101</u>	<u>7,774,285</u>	<u>7,928,733</u>	<u>8,115,684</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 4.4%

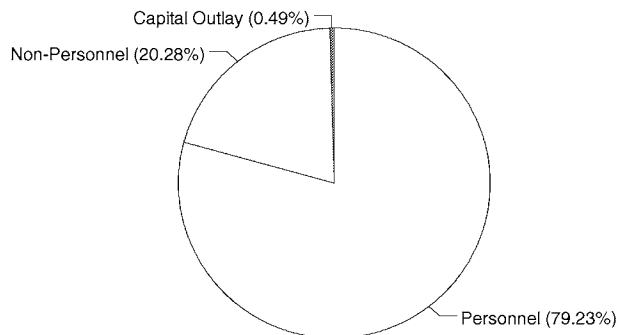
FULL-TIME POSITIONS	91.0	92.0 *	93.0	93.0 **
PART-TIME POSITIONS (FTE)	6.5	6.5	5.75	5.75
TOTAL AUTHORIZED POSITIONS	97.5	98.5	98.75	98.75

* The FY 2005 budget includes the addition of a Benefits Specialist position to provide assistance with the administration of the City's pension programs.

** The FY 2006 Approved budget includes supplemental funding for the conversion of one part-time (0.75 FTE) Revenue Collection position to full-time to improve efficiencies in the Finance Department.

FINANCE

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by a net of \$162,616, or 2.7 percent. This increase is attributable to the cost of employee merit adjustments and the supplemental budget request described below. A vacancy factor of 5.83 percent, or \$377,546 has been applied.
- Non-Personnel - FY 2006 decrease in non-personnel is \$7,368, or 0.4 percent. The decrease is attributable to a decrease in the Department's contribution to the equipment replacement fund, a reduction in Fees for Professional Services tied to a one-time supplemental request in FY 2005 and expenditure reductions described below.

Adjustments to Maintain Current Services and Policies

- Increase in external financial audit fees and Performance Accounting system changes \$36,415
- Increase in Purchasing systems maintenance \$12,000
- Increase in cost of printing advanced decal tax bills \$8,650
- Increase in rent \$5,221
- Minor costs that total approximately \$16,500 that can no longer be absorbed by the department.

City Council Approved

- The Approved FY 2006 General Fund budget for the Finance Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for

FINANCE

City Council Approved

implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

Approved

- Conversion of Part-Time Revenue Collection Position to Full-Time \$5,375
This supplemental will fund the conversion of one 30-hour part-time Revenue Collection Specialist to a 40-hour full-time position. This position is responsible for handling the City's miscellaneous taxes and fees which include: Meals Sales, Transient Lodging, Consumer Utility, E-911, and Public-Right-of-Way use fees. In addition, this position is responsible for the collection of all other delinquent City taxes. Funding for this position will ensure compliance with federal and State mandates, and provide for improvements to the existing processes and systems to improve efficiencies. The full cost of this position (\$46,107) is partially offset by a \$30,018 reduction in part-time employees and \$10,714 of straight time overtime earned by the employee in this position in FY 2004.

Not Approved

- Pension Office Administrative Assistant - \$55,018

Expenditure Reductions

- Efficiencies - The OMB recommended vacancy factor for the department was 5.0 percent, or \$323,406. The department increased the vacancy factor by an additional 0.83 percent, or \$54,140, to meet their efficiency reduction target.
- Marginal Service Reductions - in addition to the efficiency reduction mentioned above, reducing advertising by \$5,000 is recommended as a marginal service reduction.

DEPARTMENT DETAIL: RECENT HIGHLIGHTS

In FY 2004, the Finance Department:

- Introduced "e-check" payment capabilities to the City's web site which enables residents to pay taxes with an e-check at no fee, compared to using credit cards that have a large convenience fee;
- Simplified the vehicle decal process as part of a new customer service initiative. This year for most taxpayers, the automobile windshield decal was attached to the back of the personal property tax bill and received in advance of payment. In prior years, the decal was mailed to the taxpayer after tax payment was received; and

FINANCE

DEPARTMENT DETAIL: RECENT HIGHLIGHTS

- Implemented the conversion of the retirement plan for firefighters and police officers from a defined contribution plan to a defined benefit plan.

In FY 2005, the Finance Department:

- Implemented Council's approved Affordable Home Ownership Program (AHOP), which provided \$164,750 in relief from increasing property taxes in the form of \$250 grants to 659 homeowners that met the income eligibility;
- Managed the issuance of \$32.5 million in refunding bonds that refinanced a portion of the City's callable, existing debt at a savings of approximately \$1 million;
- Prepared the documentation for the City to issue \$54.8 million in new General Obligation Bonds at a true interest cost of 3.927%. The proceeds from the bond issuance will finance capital projects in the approved Capital Improvement Plan; and
- Implemented the enhancement of the City's Supplemental Retirement Plan to change the normal retirement age for City employees covered from 55 to 50 (with 30 years of service) and provide enhanced benefits to the Office of Sheriff Deputies, EMT's and Fire Marshals.

DETAIL BY DIVISION

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006 **	APPROVED FY 2006
DIVISION: Administration				
General Fund Expenditures	590,520	389,693	417,444	430,086
FULL-TIME STAFFING	6	7 *	4 ***	4***
<p>* The FY 2005 budget includes the addition of a Benefits Specialist position to provide assistance with the administration of the City's pension programs.</p> <p>** In FY 2006, a 5.83 percent vacancy factor (\$377,546) was applied to the Department. This reduction was split proportionately throughout each division, including \$20,010 in this Division. Also, pension related operating funds were transferred to the newly created Pension Division. The Proposed FY 2006 General Fund expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.</p> <p>*** Reflects the internal transfer of three positions to the new Pension Division.</p>				

Accounting Division - is responsible for processing and recording the results of all financial operations; providing financial information and services to City departments; reporting this information to City, State and federal agencies, bond holders, and the public; and processing all accounts payable and payroll transactions.

FINANCE

DETAIL BY DIVISION

<u>DIVISION:</u> Accounting	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u> *	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	1,954,973	1,910,833	1,837,620	1,878,579
<u>FULL-TIME STAFFING</u>	19	19	19	19
* Reflects a proportionate share (\$80,040) of the Department's vacancy factor of \$377,546. The Proposed FY 2006 General Fund expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.				

INDICATORS AND MEASURES

OBJECTIVE: [Accounting] To prepare timely and accurate accounting and financial reports in compliance with established Government Finance Officers Association (GFOA) standards.

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Recipient of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Number of substantive GFOA Certificate Comments*	4	5	4	7	7
Issuance of CAFR to Virginia Auditor of Public Accounts by the mandated deadline	Yes	Yes	Yes	Yes	Yes

* In review of the Comprehensive Annual Financial Report (CAFR), GFOA reviewers issue corrective comments concerning disclosure practices. The number of comments issued fluctuates with changes in accounting rules.

Treasury Division - is responsible for collecting, processing, depositing, and investing all City revenues. This Division annually issues approximately 70,000 real estate tax bills, 109,000 personal property tax bills, and 115,000 delinquent parking notices. The Treasury Division also ensures the accurate processing of revenues, projects future cash needs and balances, and monitors the City's short-term investment portfolio.

<u>DIVISION:</u> Treasury	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u> *	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	1,606,281	1,656,343	1,630,311	1,660,768
<u>FULL-TIME STAFFING</u>	18	18	18	18
* Reflects a proportionate share (\$61,918) of the Department's vacancy factor of \$377,546. The Proposed FY 2006 General Fund expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.				

FINANCE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Treasury] To pursue an investment strategy yielding an average rate of return higher than the federal funds rate.*

The City employs a conservative strategy for investing cash. The City's portfolio is managed to achieve the following objectives, in priority order: 1) safety and preservation of principal and interest, 2) liquidity, i.e., convertibility to cash, and 3) yield, i.e., earnings. In accordance with these objectives, the City invests 100 percent of its cash in the following: a) obligations of the U.S. government, b) obligations of U.S. government agencies, c) repurchase agreements that are fully collateralized by obligations of the U.S. government or U.S. government agencies and are held by the City's agent in the City's name, and d) Prime Quality Commercial Paper.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Average rate of return (percent)	2.40%	1.40%	1.02%	2.25%	3.70%
Average federal funds rate (percent)	2.28%	1.42%	1.01%	2.20%	3.68%
Number of basis points above or (below) average federal funds rate	12	(2)	1	5	2

* A basis point is one-hundredth of one percent; the federal funds rate is the rate at which funds are traded between member banks of the Federal Reserve System and is used as a benchmark for measuring short term public fund portfolio performance.

OBJECTIVE: [Treasury] To mail tax bills to property owners at least 30 days prior to payment due date.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of days before the payment due dates that tax bills were mailed:					
First half real estate tax	36	41	35	38	35
Second half real estate tax	51	49	42	51	50
Personal property tax	60	63	50	45	60

OBJECTIVE: [Treasury] To collect outstanding parking violations.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total parking ticket revenues collected (in thousands)	\$2,767	\$2,775	\$2,930	\$2,950	\$2,950

Revenue Division - is responsible for assessing personal property taxes; assessing business license taxes; administering bank franchise taxes, meal sales taxes, transient occupancy taxes, and utility taxes; and administering the real estate tax relief, rent relief, and, since FY 1998, the personal property tax relief program for the elderly and disabled. The Revenue Division also provides State income tax assistance to City residents.

FINANCE

DETAIL BY DIVISION

<u>DIVISION:</u> Revenue	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006 *</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	2,767,108	2,940,813	2,896,162	2,971,971
<u>FULL-TIME STAFFING</u>	38	38	39 **	39 **
<p>* Reflects a proportionate share (\$155,549) of the Department's vacancy factor of \$377,546. The Proposed FY 2006 General Fund expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.</p> <p>** The FY 2006 budget includes supplemental funding to convert one part-time Revenue Collection position to full-time.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Revenue] To collect delinquent personal property taxes.*

	Actual CY 2002	Actual CY 2003/1	Actual CY 2004/2	Estimated CY 2005/3	Projected CY 2006
Number of delinquent cases pursued**	48,198	49,399	46,445	45,981	45,521
Number of cases resolved (collected/relieved)	21,175	23,936	27,088	26,817	26,549
Total amount of delinquent taxes collected/relieved (in thousands)	\$5,712	\$5,787	\$7,475	\$7,400	\$7,327
Average number of accounts collected by employee	2,118	2,394	2,709	2,682	2,655

* Ad Valorem tax is reported on a tax year basis. The tax year for these taxes is the calendar year (CY). For this measure, delinquent personal property tax is counted as any personal property tax not paid by the October 5 due date.

** The City aggressively levies a personal property tax even where individuals and businesses have failed to file. In most cases, these personal property tax bills are ultimately reduced or relieved. The validity of these bills cannot be known at the time personal property taxes are levied and therefore are included in the total levy and artificially reduce the City's collection rate.

/1 In CY 2003, the City participated in the Virginia Department of Taxation's Set-Off Debt Collection Program; the DMV Withhold Collection Program; and the use of a collection agency under contract to the City. In addition, the City has increased use of Revenue Division staff (in-house collections, delinquent mass mailings and in-house and external audits) in the pursuit of delinquent personal property tax debt and resolution of delinquent personal property tax accounts. Division staff have also continued to employ the "Filing By Exception" letter and delinquent personal property and business personal property "publication" letter mass mailings. All of the figures in CY 2004 represent cases solved and delinquent personal property tax collections/accounts relieved between November 3, 2003 and September 14, 2004.

/2 In CY 2004, it is expected that all available delinquent personal property and business tangible personal property collection programs (the DMV Withhold Collection Program, the Set-Off Debt Collection Program, the Collection Agency Collection Program, the Business Tax Field Inspections Program and various in-house collection programs) will be running at peak efficiency which will stabilize performance levels projected for CY 2004 and future years. Additionally, staff will increase participation in delinquent collection projects for business personal property utilizing mass mailings and in-house and external business tax audits.

/3 In CY 2005 the City Information Technology Plan funded in the Capital Improvement Plan includes funding for an automated debt collection system.

FINANCE

DETAIL BY DIVISION

Purchasing Division - provides centralized procurement of goods and services for all City departments and agencies (excluding the School Board and the Library System) to ensure the economical acquisition of goods and services through fair competition.

<u>DIVISION:</u> Purchasing	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u> *	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	854,219	876,603	878,904	899,787
<u>FULL-TIME STAFFING</u>	10	10	10	10
* Reflects a proportionate share (\$44,550) of the Department's vacancy factor of \$377,546. The Proposed FY 2006 General Fund expenditures are changed in the Approved budget from the Proposed Budget to more accurately reflect the distribution of the vacancy factor.				

INDICATORS AND MEASURES

OBJECTIVE: [Purchasing] To procure goods and services for the City in a fair and equitable manner.

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Number of bid protests lost by the City*	0	0	0	0	0
Number of seminars for small and minority business enterprises**	4	4	4	4	4

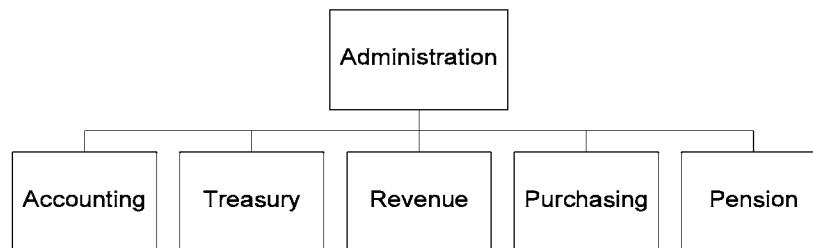
* Vendors can file bid protests with the City and then with the Circuit Court, if necessary.

** The Purchasing Division attempts to honor at least 3 requests from organizations to participate in small and minority business outreach seminars. If time permits during the year, the Division participates in additional seminars.

Pension Division - is responsible for the administration of the City's five pension plans, including review of the plan investments, distribution of benefits to retirees, management of outside pension administrators, investment consultants and actuaries and suggesting and facilitating any enhancements to the plans.

<u>DIVISION:</u> Pension	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures *	0	0	268,292	274,493
<u>FULL-TIME STAFFING</u>	0	0	3 **	3 **
* The Pension Division was separated from the Administration Division for the FY 2006 Proposed budget and also includes a proportionate share (\$15,479) of the Department's vacancy factor of \$377,546. The Proposed FY 2006 General Fund expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.				
** Reflects the internal transfer of three positions from the Administration Division.				

FINANCE



GENERAL SERVICES

421 King Street, Room 200 • Alexandria, VA 22314 • 703.838.4770
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GOALS, FUNCTIONS & RESPONSIBILITIES: To provide quality, continuous support services to City agencies in the areas of motor vehicles, facilities, printing and graphics, and communications.

OBJECTIVES:

- To provide service and maintenance to City-owned and leased buildings.
- To provide construction management for building maintenance, repair, and renovation projects; and manage City utility usage.
- To provide in-house production of graphics, typesetting, and printed material for all City agencies.
- To process daily mail in a timely fashion.
- To repair or to coordinate the repair of City motorized equipment.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	5,299,615	5,628,819	5,732,596	5,883,295
NON-PERSONNEL	4,713,449	4,740,550	5,269,450	5,269,450
CAPITAL GOODS OUTLAY	<u>7,098</u>	<u>347,623</u>	<u>163,000</u>	<u>163,000</u>
TOTAL EXPENDITURES	<u>10,020,162</u>	<u>10,716,992</u>	<u>11,165,046</u>	<u>11,315,745</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	0
INTERNAL SERVICES	<u>71,727</u>	<u>347,623</u>	<u>163,000</u>	<u>163,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>71,727</u>	<u>347,623</u>	<u>163,000</u>	<u>163,000</u>
GENERAL FUND	<u>9,948,435</u>	<u>10,369,369</u>	<u>11,002,046</u>	<u>11,152,745</u>

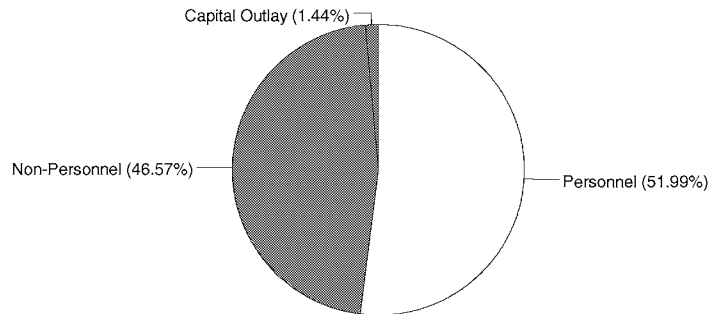
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 7.6%

FULL-TIME POSITIONS	73.0	73.0	77.0 *	77.0 *
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5	0.5
AUTHORIZED OVERHIRES (FULL-TIME)	8.0	8.0	4.0	4.0
TOTAL AUTHORIZED POSITIONS	81.5	81.5	81.5	81.5

* The FY 2006 Approved budget includes the conversion of one overhire Space Planner position in the Administration Division and three overhire Construction Field Representative positions in the Capital Projects Division to full-time permanent.

GENERAL SERVICES

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by a net amount of \$103,777, or 1.8 percent. This increase is attributable to the cost of employee merit adjustments and other supplemental budget requests described below. This increase was partially offset by the application of a vacancy factor of 1.9 percent, or \$108,058.
- Non-Personnel - FY 2006 increase in non-personnel is \$528,900, or 11.2 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Increase in fuel costs \$108,336
- Additional square feet maintained \$204,900
- Increase in utility costs \$123,400
- Increase in service contracts and accident reserves \$83,800
- Increase in rent \$16,700

City Council Approved

- The Approved FY 2006 General Fund budget for the General Services Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

GENERAL SERVICES

FY 2006 Supplemental Budget Requests

Approved

- Emergency Generator Preventive Maintenance \$75,000
The City currently does not have a contract for emergency generator preventive maintenance or capital repairs. Consequently, maintenance for these components is deferred, increasing the potential magnitude of malfunctions. Preventive maintenance of this emergency infrastructure will allow the City to maintain critical operations during emergencies, including operation of the Public Safety Center/Detention Center, City-wide computer network and Public Safety communications.

Not Approved

- Fuel Cost Increases \$180,000
This request is not approved as part of the General Services operating budget. Instead, it is recommended as a designation in fund balance that can be used if fuel costs increase above the FY 2006 appropriation.

FY 2007 Supplemental Budget Requests

General Services is part of a pilot program to examine a two-year operating budget submission. (The Fire Department is also part of this pilot.) Discretionary supplemental requests for FY 2007 are listed below. City Council is not required to take any formal action at this time.

Planned to be Recommended

- Use of Ethanol Fuel \$139,871
This supplemental will allow the substitution of E85 Ethanol fuel for conventional unleaded gasoline in the City's fuel stock. Ethanol reduces the incidence of greenhouse gas emissions and is domestically produced, promoting energy independence. It is biodegradable and does not contaminate water and can be produced from a number of different feedstocks, including paper and agricultural waste.
- Space Management Assistant (1 FTE) \$74,700
Over the past year, there has been an increasing emphasis on space management and space planning. Major space projects over the next two years include major renovations in City Hall, Tavern Square, Human Services and MH/MR/SA. An Assistant Space Manager will allow more effective use of the Department's critical personnel resources providing much needed support to the Space Manager and allow the City to address space needs as discussed in the City Council Strategic Plan.
- Use of Bio-Diesel Fuel \$71,100
This supplemental will allow the substitution of bio-diesel fuel for conventional fuel in the City's fuel stock. Use of bio-diesel fuel results in substantially reduced carbon monoxide, hydrocarbon and particulate matter emissions, and is better for human health than conventional diesel.

GENERAL SERVICES

FY 2007 Supplemental Budget Requests, continued

Planned to be Recommended

- Green Electric Energy \$30,000
The Virginia Energy Purchasing Governmental Association (VEPGA) is assembling a proposal for the cooperative purchase of wind energy by local governments. These funds will allow the City to provide up to 10 percent of electricity through this sustainable and renewable source.
- Recycled Paper \$13,000
This supplemental will allow the substitution of standard copy paper with recycled paper in the photo copy program. (This supplemental covers only the cost of paper purchased by General Services.)
- Additional Funding for Training \$10,000
Technology improvements and increasing sophistication of building and vehicle systems require technicians and project managers to attend specialized training to keep pace with the changes. Also, the incorporation of energy efficient and green technologies in building construction/renovation projects and the City fleet have increased the demand for training. These funds will ensure that City services are responsive to the changing needs of the community and will allow new development and infrastructure to be environmentally sensitive.

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$108,058 described above, the department's budget was reduced by \$65,800 as efficiency reductions including the reduction of \$45,000 in overtime.
- Marginal Service Reductions - in addition to the efficiency reductions mentioned above, the reallocation of two-thirds reallocation of fuel from the Public Safety Center site to the Wheeler Avenue site (\$26,600) is recommended as a marginal service reduction.

Since FY 1996 to the Approved FY 2006 Budget:

- The amount of square footage in building space maintained by the Department has increased by approximately 431,000 feet, from 1,418,000 square feet to 1,849,000 square feet, or 30.4 percent;
- The City's motor pool has increased by 182 vehicles, from 618 vehicles to 800 vehicles, or by 29.4 percent;
- The Department's full-time staff positions has increased by 8 positions, from 69 positions to 77 positions, or by 11.6 percent.

GENERAL SERVICES

DETAIL BY DIVISION

To minimize personnel increases, General Services continues to contract out services where it is deemed cost effective, including custodial services; City Hall building security; elevator, generator, and security system maintenance; and parking facilities operation/management. Additionally, contractors are used for one-time or peak workload tasks and those tasks beyond the capability of City staff. The introduction of increasingly sophisticated electrical systems and components with associated electronics for HVAC, security, and life safety systems will see this trend continuing. However, there continues to be a demand for increased training for City personnel on this state-of-the-art-technology. The Fleet Services Division's *Fleet Maintenance Management Information System* has been implemented to help improve and measure the effectiveness and efficiency of the Vehicle Maintenance Shop.

Additionally, the Facilities Maintenance Division has implemented a *Computerized Maintenance Management System* to track maintenance costs and histories, perform preventative maintenance and allow the Division to conduct predictive maintenance for replacing major components of building systems.

Administration Division - is responsible for providing overall planning, direction, and supervision of the Department; coordinates the scheduling of City Hall meeting rooms and Market Square events; and manages and administers leases.

DIVISION: Administration	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
General Fund Expenditures	857,345	943,810	1,134,151 *	1,156,512 *
FULL-TIME STAFFING	8	8	9 **	9 **
* A 1.9 percent department-wide vacancy factor (\$108,058) is reflected in the Administration Division. ** The FY 2006 Approved budget includes the conversion of one over-hire Space Planner position to full-time permanent.				

Facilities Maintenance Division - is responsible for maintaining over 90 City buildings, including City Hall, the Alexandria Courthouse, the Public Safety Center, the Human Services Building, the Lee Center, recreation centers, and libraries. The Division is also responsible for providing periodic maintenance of heating and cooling systems; electric and plumbing systems; security and fire alarm systems; and structural, roofing, cosmetic, and custodial maintenance; as well as supporting events on Market Square, including the weekly Farmer's Market; maintaining the Torpedo Factory area waterfront plaza and piers; the Burke Branch library; and the Vola Lawson Animal Shelter.

DIVISION: Facilities Maintenance	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
General Fund Expenditures	4,391,730	4,757,088	5,249,445 *	5,300,917 *
FULL-TIME STAFFING	26	26	26	26
* Includes approved supplemental funding of \$75,000 to fund emergency generator preventive maintenance and approximately \$356,000 in adjustments to maintain current services to fund facilities maintenance functions on additional square feet, City-wide the increased cost of utilities City-wide and miscellaneous service contracts.				

GENERAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Facilities Maintenance] To provide service and maintenance to City-owned and leased buildings.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Gross square footage of buildings (thousands)	1,591	1,691	1,656	1,849	1,849
Annual Costs Per Square Foot	\$2.48	\$2.45	\$2.63	\$2.77	\$2.85

Capital Projects Division - is responsible for providing construction management for building maintenance, repair, and renovation projects; and managing City utility usage.

<u>DIVISION:</u> Capital Projects	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	1,664,426	1,739,545	1,681,746	1,703,036
<u>FULL-TIME STAFFING</u>	6	6	9 *	9 *
* The FY 2006 Approved budget includes the conversion of three over-hire Construction Field Representative positions to full-time permanent.				

INDICATORS AND MEASURES

OBJECTIVE: [Capital Projects Division] To provide construction management for building maintenance, repair, and renovation projects; and manage City utility usage.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total Number of Projects	46	52	35	36	36
Number of Project Managers	7	7	7	8 *	8

* Includes a Senior Project Manager assigned to the Administration Division.

Communications Division - is composed of two sections that support all City agencies: the Print Shop and the Mail Room. The Print Shop provides typesetting, graphic arts, printing, binding, and forms production services. The Mail Room provides copying, postal and messenger, parcel delivery, and facsimile (FAX) services.

<u>DIVISION:</u> Communications	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	576,879	502,700	437,016	449,981
<u>FULL-TIME STAFFING</u>	10	10	10	10

GENERAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Print Shop] To provide in-house production of graphics, typesetting, and printed material for all City agencies.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of printing requests	1,344	1,220	1,140	1,120	1,120
Number of graphic/typesetting requests	612	545	550	560	560

OBJECTIVE: [Mail Room] To process daily mail in a timely fashion.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Pieces of mail processed annually (thousands)	607	594	612	615	620
Percentage of mail processed within 24 hours	100%	100%	100%	100%	100%

Fleet Services Division - is responsible for managing the City's motor equipment fleet, including the acquisition, maintenance, fueling, and disposal of motor vehicles; and operating a parts supply center.

<u>DIVISION:</u> Fleet Services	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	2,458,055	2,426,226	2,499,688	2,542,299
<u>FULL-TIME STAFFING</u>	23	23	23	23

INDICATORS AND MEASURES

OBJECTIVE: [Fleet Services Division] To repair or to coordinate the repair of City motorized equipment.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of motorized equipment units	713	764	772	785	800
Number of repairs	7,111	7,930	8,246	8,400	8,720
Average number of direct labor hours per repair	2.20	2.20	2.12	2.14	2.06
Number of Direct Labor Hours	16,376 *	17,252	17,463	18,000	18,000

* Data have been revised from previously published budget documents.

In FY 2005, General Services has undertaken or will complete a number of major construction and renovation projects, including the following:

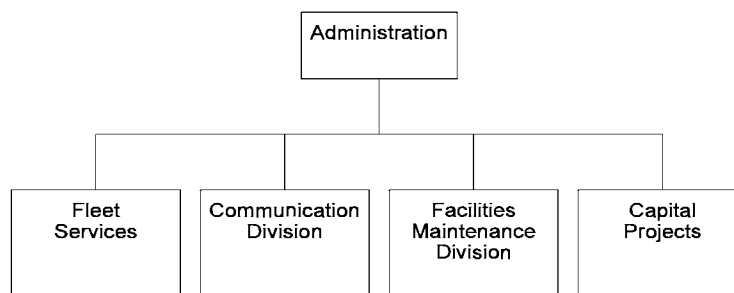
- Complete perimeter security improvements at the Public Safety Center (PSC);
- Complete relocation of several Police Department elements to facilitate PSC slab rehabilitation;

GENERAL SERVICES

DETAIL BY DIVISION

- Identify location and begin design for a replacement Police Department facility;
- Commence repairs to the Municipal Waterfront area damage by Hurricane Isabel in 2003;
- Roof replacement at City Hall;
- Flat roof replacement at the Barrett Branch Library;
- Roof replacement at the historic Lloyd House;
- Complete facility expansion at the Duncan Branch Library;
- Complete repairs and improvements at Alexandria Fire Stations 207 and 208;
- Complete expansion of the Alexandria Women's Shelter;
- Prepare a comprehensive plan of office space management at City Hall;
- Develop and implement a "Green" facilities initiative as the City's lead agency;
- Initiate the DASH facility design-build process.

In addition, the Department is scheduled to manage major maintenance and capital projects at over 90 City facilities in FY 2005. These projects and projects contemplated for future years are detailed in the City's FY 2006 to FY 2011 Capital Improvement Program document.



HUMAN RIGHTS

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GOALS, FUNCTIONS & RESPONSIBILITIES: To work toward achieving the goal of eliminating discrimination in the City of Alexandria, the Office of Human Rights enforces federal and City anti-discrimination laws. As both a City department and a Fair Employment Practices Agency (FEPA) of the U.S. Equal Employment Opportunity Commission (EEOC), the Office has specific activities and procedures to accomplish its objectives: investigation, mediation, conciliation, and referral for litigation of specific charges of unlawful discrimination; training and technical assistance; and public education.

OBJECTIVES:

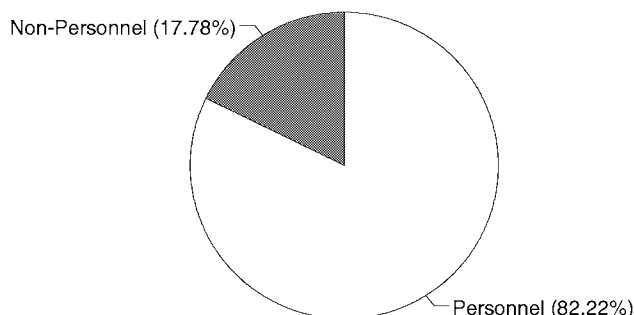
- To investigate, evaluate the validity of, and resolve complaints that allege violations of federal and City anti-discrimination laws (e.g., the City's Human Rights Ordinance, Title VII of the U.S. Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA)).
- To implement and monitor compliance with the City's Affirmative Action Plan; to troubleshoot and assist managers, supervisors and employees with diversity issues; to coordinate the Diversity Training Program for all City employees; and to recruit a diverse group of applicants for City positions.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	359,496	424,351	440,768	450,894
NON-PERSONNEL	66,798	57,648	97,486	97,486
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>426,294</u>	<u>481,999</u>	<u>538,254</u>	<u>548,380</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
GENERAL FUND	<u>426,294</u>	<u>456,999</u>	<u>513,254</u>	<u>523,380</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 14.5%				
FULL-TIME POSITIONS	5	5	5	5
AUTHORIZED OVERHIRES (FULL-TIME)	1	1	1	1
TOTAL AUTHORIZED POSITIONS	6	6	6	6

HUMAN RIGHTS

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$16,417, or 3.9 percent. This increase is attributable to the cost of employee merit adjustments and other adjustments to maintain current services and policies described below.
- Non-Personnel - FY 2006 increase in non-personnel is \$39,838, or 69.1 percent. For details on this increase please see adjustments to maintain current services and policies described below.

Adjustments to Maintain Current Services and Policies

- Cost to maintain current policy for City-wide recruitment; specifically the implementation of a previously approved plan to attract a more diverse group of applicants for City vacancies - \$37,400
- Adjustment to continue a full-time overhire Human Rights Investigator position - \$30,000. It should be noted that the Human Rights Investigator position was also included in the Approved FY 2005 budget and its continuation has no effect on the comparison of FY 2005 Approved to FY 2006 Proposed. Each year, however, the need for its continuation is reviewed again.
- Increase in rent - \$4,471

City Council Approved

- The Approved FY 2006 General Fund budget for the Office of Human Rights reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

HUMAN RIGHTS

DEPARTMENT DETAIL

The Office of Human Rights receives and investigates complaints of discrimination in the areas of employment, housing, commercial real estate, education, public accommodations, health and social services, credit, and from City contracts on the basis of race, color, religion, gender, national origin, marital status, familial status, age, disability and sexual orientation in accordance with the provisions of the City's Human Rights Ordinance. The Office of Human Rights is under contract with the U.S. Equal Employment Opportunity Commission (EEOC) to serve as a Fair Employment Practices Agency (FEPA), providing the resolution of EEOC complaints within the City. The contract subsidizes investigation of complaints originating in the City of Alexandria.

The Office of Human Rights also provides training and technical assistance to employers, real estate agents and brokers, and others in such areas as sexual and racial harassment, rental policies and practices, cultural awareness, and the law, especially the Civil Rights Act of 1964, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. The Office and the Human Rights Commission conduct outreach to inform businesses, employees and the general public about rights, responsibilities and the role of the Office and the Commission.

AFFIRMATIVE ACTION

The Affirmative Action Officer is responsible for preparing, implementing, and monitoring the City's Affirmative Action and Equal Opportunity Program through the analysis of employment data, the identification of problem areas, and the development of methods to eliminate any discriminatory practices within the City's employment system. The Affirmative Action Officer also actively recruits diverse applicants for City positions, works closely with resident-based commissions involved with affirmative action/diversity issues, and is responsible for maintaining and improving liaisons with the City's minority communities.

INDICATORS AND MEASURES

OBJECTIVES: [Human Rights] To investigate, evaluate the validity of, and resolve complaints that allege violations of federal and City anti-discrimination laws (e.g., the City's Human Rights Ordinance, Title VII of the U.S. Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA)).

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of formal complaints filed*	79	51	64	110	80
Number of formal complaints resolved**	108	102	83	120	100
Number of informal complaints received***	1,250	1,200	1,000	1,000	1,000
Number of informal complaints resolved	1,226	1,080	900	900	1,000
Monetary compensation to discrimination victims****	\$197,654	\$390,719	\$290,046	\$200,000	\$200,000

* A formal complaint is defined as an actual investigation pertaining to violations of the City's Human Rights Ordinance, Title VII, the ADA, or the ADEA.

** Complaint resolution may span multiple fiscal years.

*** The data for informal complaints reflect the number of complaint questionnaires requested by individuals who believed they were the victims of discrimination. The data also reflect inquiries from the public that do not meet the criteria for a formal complaint.

**** Amounts do not include court awards or settlements received after a right-to-sue notice has been issued by the EEOC and the department's case is closed.

HUMAN RIGHTS

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVES: [Affirmation Action] To implement and monitor compliance with the City's Affirmative Action Plan; to troubleshoot and assist managers, supervisors and employees with diversity issues; to coordinate the Diversity Training Program for all City employees; and to recruit diverse applicants for City positions.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of diversity training programs held	10	6	10	10	10
Number of employees trained (Diversity Classes) *	225	150	175	180	175
Affirmative Action status reports published**	2	2	2	2	2
Technical assistance meetings with managers and supervisors***	n/a	30	36	36	36
Number of employees assisted***	n/a	250	260	280	250
Recruitment/Outreach activities***	n/a	24	24	24	24

* The Department of Personnel Services coordinates and received fewer requests by City agencies for Diversity Classes in FY 2003.

** Workforce Utilization Analysis report and Applicant Tracking report.

*** New measures beginning in FY 2003 (personal consultations with employees average 5 per week).

INFORMATION TECHNOLOGY SERVICES

301 King Street, Room 3200 • Alexandria, VA 22314 • 703.838.4950
Mike Herway, Acting Director • mike.herway@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide City agencies with reliable information technology services, using the most cost-effective and efficient means available. Information Technology Services (ITS) is responsible for maintaining the City's information infrastructure by providing networked computing services and supporting office automation for all City agencies.

OBJECTIVES:

- To provide a variety of services to City Council and City staff, including CityNet support, desktop publishing, print and media production and word processing.
- To provide information to the public regarding services available from City government by developing Web Site Home Pages for each City department.
- To upgrade server and workstation networked environment.
- To increase the capacity of the City government's local area networks (LANs) in order to provide an environment which is able to support the increased throughput demands of new systems, such as GIS.
- To provide Wide Area Network fiber optic connectivity between City facilities/departments so that information can be shared electronically across networks at high speed.
- To make computer training available to City staff in all significant applications and systems.
- To provide first level computer problem (trouble calls) support to City staff computer users.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 AMENDED*	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	4,239,756	4,797,071	5,166,472	5,357,838
NON-PERSONNEL	2,772,713	1,752,938	1,968,285	1,968,285
CAPITAL GOODS OUTLAY	<u>92,881</u>	<u>765,000</u>	<u>765,000</u>	<u>765,000</u>
TOTAL EXPENDITURES	<u>7,105,350</u>	<u>7,315,009</u>	<u>7,899,757</u>	<u>8,091,123</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>543,492</u>	<u>765,000</u>	<u>765,000</u>	<u>765,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>543,492</u>	<u>765,000</u>	<u>765,000</u>	<u>765,000</u>
GENERAL FUND	<u>6,561,858</u>	<u>6,550,009</u>	<u>7,134,757</u>	<u>7,326,123</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 11.8%				
FULL-TIME POSITIONS	57.0	57.0	60.0**	59.0***
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5	0.5
TOTAL AUTHORIZED POSITIONS	57.5	57.5	60.5	59.5

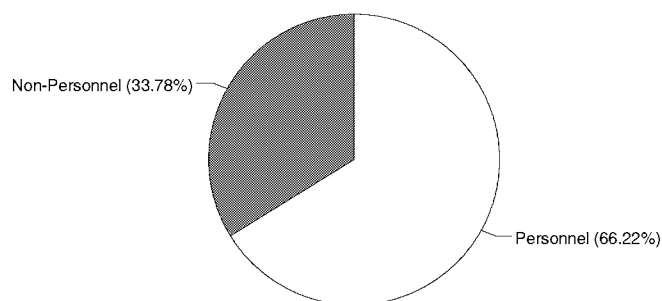
* The FY 2005 budget was amended to reflect the transfer of \$14,000 to the Department of Real Estate Assessments for CAMA system maintenance.

** The FY 2006 budget includes proposed supplemental funding for the addition of an E-Government Systems Administrator position, an E-Government Developer position and a Telecommunications Support position.

*** The FY 2006 Approved budget eliminates funding for the proposed new Telecommunications Support position, which was not approved.

INFORMATION TECHNOLOGY SERVICES

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$369,401, or 7.7 percent. This increase is attributable to the cost of employee merit adjustments and due to other supplemental budget requests described below. This increase is partially offset by the application of a vacancy factor of 2.8 percent, or \$140,146.
- Non-Personnel - FY 2006 increase in non-personnel is \$215,347, or 12.3 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Rent to consolidate the department and move out of City Hall to Tavern Square \$166,078
- Internet bandwidth upgrade and server relocation \$48,000
- Contract support to maintain T&ES Impound Lot software \$10,500
- Conversion of contracted E-Government Developer to full-time (1 FTE) \$0

City Council Approved

- The Approved FY 2006 General Fund budget for Information Technology Services reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- The Approved FY 2006 General Fund budget for Information Technology Services (ITS) reflects City Manager recommended and City Council approved changes suggested in Budget Memo #48. As a result of these changes, supplemental funding of \$57,691 in the Operations Division is not included due to the elimination of one proposed telecommunications staff position.

INFORMATION TECHNOLOGY SERVICES

Supplemental Budget Requests

Approved

- E-Government Systems Administrator (1 FTE) \$46,999 Savings
This supplemental will convert a full-time contracted position (\$152,880 cost per year) to a full-time E-Government Systems Administrator (\$105,881 cost per year). This position is responsible for administering the City's Internet servers and developing applications. Conversion of this position will increase performance, productivity and efficiency since this position will be better coordinated and integrated into the day-to-day operations of the City's E-Government Team.
- Vulnerability Assessments \$18,000
Vulnerability testing is approved to maintain and improve the City's security posture. This testing will help the City identify security gaps and vulnerabilities before they are discovered by hacking attacks and worms. Once these flaws and gaps are identified, the City can then take steps to minimize the risk associated with the vulnerability. This supplemental will provide for four quarterly external scans and one annual internal scan of the City's network infrastructure and computing environment.

Not Approved

- Telecommunications Staffing Support (1 FTE) \$57,691
Position initially recommended in the City Manager's proposed budget but the Approved budget reflects City Manager recommended deletion of this position via Budget Memo #48 and City Council's concurrence of this recommendation.
- Database Management Consulting - \$24,000

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$140,146 described above, the budget was reduced by \$21,550 in Internet consulting and support; \$7,000 in workstation printer maintenance; \$5,000 in payroll programming and support; and \$3,220 in network cards and DLT tapes for network backups as efficiency reductions.
- Marginal Service Reductions - in addition to the efficiency reductions mentioned above, a reduction of \$8,880 in outside instructors for City classes and \$5,000 for the emergency repair of equipment, are recommended as marginal service reductions.

DEPARTMENT DETAIL

The Information Technology Steering Committee (ITSC), composed of representatives from the City's top-level management, was established in October 1987 to advise the City Manager on the planning and prioritization of the City's management information systems and services and to coordinate all major computer hardware and software acquisitions. The ITSC has recommended the following long-term strategy for addressing the City's current and future information processing needs:

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

- Give priority to addressing urgent public safety and public health needs; meeting legal requirements; maintaining vital financial processes; exploiting all available non-City resources for funding; and attaining quantifiable returns on investment;
- Identify the cost of ITS internal services to user departments and agencies in the budget document to more accurately reflect the cost of services provided (see Addendum Table I in this section);
- Where cost effective, use outside contractors to meet applications and maintenance needs as an alternative to hiring additional City staff;
- Continue to take advantage of new communications technology in order to deliver cost effective services and to improve public access to City services and information; and
- Reduce the need for training and facilitate rapid deployment of new systems by striving to employ a uniform integrated user interface for all ITS applications.

Reflecting the critical role of technology and the need for an on-going funding source for IT projects, the City's Capital Improvement Program (CIP) has included Information Technology funding since the FY 1998 - FY 2003 CIP. This portion of the CIP is also presented in a separate document, the six-year Information Technology Plan, and is available from the ITS department. This plan guides the City's strategic investment in essential technology systems and includes the essential projects necessary to maintain critical systems, and to continue to lay the groundwork and infrastructure necessary for future technological enhancements. For information on the current Information Technology Plan, please refer to the City's FY 2006 - FY 2011 Capital Improvement Program document or the stand-alone Information Technology Plan for FY 2006 to FY 2011.

Major accomplishments of the department since the preparation of the FY 2005 budget include:

Administration (E-Government Team and Information Technology Project Office):

- Six issues of the department's newsletter "Tech Talk" were issued to City staff. Articles on a variety of IT topics, including important articles on Security and another on Telecommunications, keep staff up to date on information technology issues.
- The Project Office sponsored two 10-week training sessions of "IT Project Management Education," graduating over 30 employees from Departments throughout the City. The focus of the training is to increase attendees' awareness of project management tools and techniques and the unique demands presented by information technology projects.
- For the fourth year in a row, the Administration Division worked with George Mason University's Enterprise Institute to issue a City-wide ITS Customer Satisfaction Survey and to apply the results to improving the operations of ITS.

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

Applications (Applications and Database Administration):

- The Web Team and Electronic Publishing Office merged in to the E-Government Team to streamline the production of the City's web pages and print publications. The team continued to design, produce and publish the City's employee newsletter (*CityNews*) and ITS newsletter (*Tech Talk*), while adding the City's new resident newsletter (*FYI Alexandria*), and the summer and fall events calendars.
- The City's web site was Upgraded with a new Internet domain name (www.alexandriava.gov) and a more user-friendly home page design. In addition, five department web sites were completely redesigned, and all pages on the City's web site were updated to comply with the federal government's basic guidelines for access by persons with disabilities.
- Implemented a new software system for the City's Animal Shelter to help track pet licensing and adoptions.
- Enhanced the City's Personal Property system to provide a decal for motor vehicles in advance of the payment due date.
- Developed a new cash processing and receipt module for the City's Impound Lot.
- Developed an automated extract for the City's Accounting system that is useful to user departments in comparing current expenditures with budget amounts.
- Created a quick distribution Lotus Notes email list (QDL) to improve rapid communications among City employees; and developed a training database for the Office of Sheriff.

Applications Division staff are also being trained in web development so that many of the small legacy databases can be converted to web applications.

Operations (Network and Security Services):

- Increased the number of sites connected to the City's Institutional Network (I-Net) by adding the Hoffman Building (Police), the Visitor's Center at the Public Safety Building, the Lyceum and Gadsby's Tavern.
 - Began upgrading the City-wide I-Net infrastructure which services all major City facilities and the public schools to run on a Coarse Wavelength Division Multiplexing (CWDM) gigabit ethernet platform to improve performance and throughput over the current Asynchronous Transfer Mode (ATM) network.
-

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

The ITS Department is composed of three divisions:

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	810,601	989,195	971,708 *	1,017,810 *
<u>FULL-TIME STAFFING</u>	9	9	6 **	6 **
* A 2.8 percent department wide vacancy factor (\$125,146) is reflected in the Administration Division.				
** Reflects the internal transfer of three positions to the Applications Division.				

Applications Division - is responsible for production systems troubleshooting and support; software maintenance and changes to all computer applications; and for the design, development, testing, and implementation of new software systems. This Division also includes the E-Government Team, which provides a variety of services to City Council and City departments, including desktop publishing, production of presentation materials, mailing list management and HTML coding of information for the City's web site and Intranet.

<u>DIVISION:</u> Applications	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	3,179,917	2,767,021	3,065,846	3,147,900
<u>FULL-TIME STAFFING</u>	21	21	26 *	26 *
* Reflects the internal transfer of three positions from the Administration Division and the approved supplemental addition of an E-Government System Administrator position and an E-Government Developer position in lieu of continuing to contract out.				

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: (E-Government Team) To provide information to the public regarding services available from City government by developing a variety of web sites and applications.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of pages of information about City services available on the City's web site	12,000	17,311	35,199	40,000	50,000
Number of on-line service forms available to the public via the City's web site	92	112	189	215	235
Number of printed brochures and publications available to the public in electronic format through the City's web site	75	97	139	150	180
Number of times the City's web site is visited by the public*	1,172,000	1,409,013	2,022,292	3,800,000	4,900,000

* A site visit is defined as each unique visit to the web site by an individual.

Operations - is responsible for Network and Security Services, including coordinating Alexandria's computer software that runs (on a contract basis) activity on Arlington County's mainframe; managing more than 80 local area network (LAN) file servers located in the Network Center and twenty additional servers at other City facilities; maintaining the City-wide data and telecommunications network including the I-Net, which provides connectivity between the City schools, libraries and major general government facilities; maintaining security on the City's computer systems; and for the installation and maintenance of the City's remote access accounts. This Division is also responsible for the installation and repair of all computer workstations and peripherals, computer user support (Help Desk) and the Computer Training Center. The Help Desk provides rapid response to computer problems for the more than 2,400 City staff computer users and the Training Center is responsible for conducting or coordinating training on the use of computers and software applications for City employees.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Operations</u>				
General Fund Expenditures	2,571,340	2,793,793	3,097,203 *	3,160,413
<u>FULL-TIME STAFFING</u>	27	27	28 **	27 ***

* FY 2006 Proposed funding includes supplemental funding for vulnerability assessments.
 ** FY 2006 Proposed funding includes the recommendation addition of a Telecommunications Support position.
 *** The proposed new position was not approved.

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: (Network and Security Services) To upgrade server and workstation networked environment.*

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of outdated workstations replaced**	300	571	275	454	450
Number of workstations connected to a network***	1,864	1,885	1,975	2,100	2,300
Number of network servers replaced****	6	25	10	20	26

* Data have been revised from previously published documents.

** Entries represent the number of workstations replaced, not cumulative replacements. Program was reduced in FY 2004.

*** The number of workstations connected include State-funded personal computers (DHS, MH/MR/SA, Courthouse, and Health Department) as well as City-funded. The total does not include standalone machines (not networked) or mobile data terminals.

**** Represents the number of servers consolidated and replaced and is not cumulative.

OBJECTIVE: (Network and Security Services) To provide remote Access to the City's Network and Services for City staff.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total number of remote secure application access accounts (Citrix) *	-	-	25	50	75
Total number of web email access accounts (Domino Web Access) *	-	-	109	150	200

* Technology was not used prior to FY 2004.

OBJECTIVE: (Network and Security Services) To provide Wide Area Network fiber optic connectivity between City facilities/departments so that information can be shared electronically across networks at high speed.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Cumulative number of departmental LANs connected to the I-Net (Institutional Network)	54	63	74	77	80

OBJECTIVE: (Customer Services) To make computer training available to City staff in all significant applications and systems.

	Actual FY 2002 *	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total attendance at computer related training classes**	1,463	1,007	1,050	1,200	1,300

* In 2002, all City staff were required to attend Lotus Notes training in connection with the Lotus Notes upgrade. Training in new versions of Lotus Notes is no longer mandatory.

** This includes City-wide training on specialized systems, such as Performance Accounting and Performance Budgeting, Legislative Tracking, Permit*Plan, and Purchasing and can fluctuate due to new releases of software installed that users need training on.

INFORMATION TECHNOLOGY SERVICES

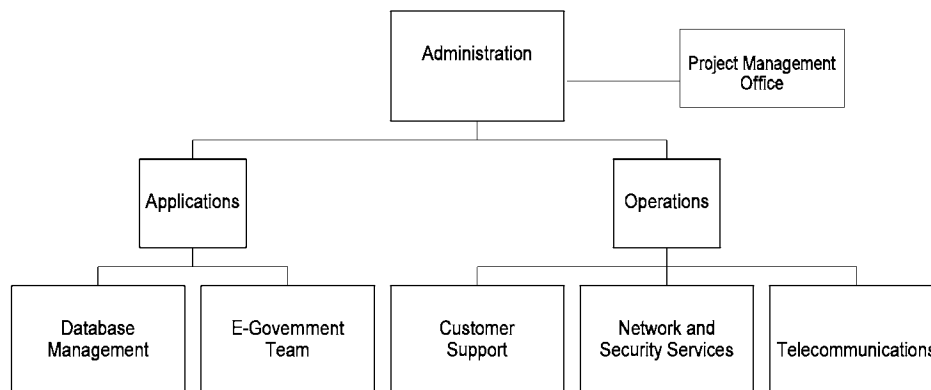
DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: (Customer Services) To provide first level computer problem (trouble calls) support to City staff computer users.

	Actual FY 2002	Actual FY 2003**	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total number of incident trouble calls received*	6,524	10,153	10,178	12,000	13,000
Percentage of incident trouble calls resolved without further referral**	49 %	61 %	55 %	50 %	50 %
Percentage of incident calls opened and closed on the same day***	30 %	34 %	27 %	25 %	27 %

* As an increasing number of client-server applications are developed and installed on individual desktops, calls to the Help Desk for service and assistance are increasing.



INFORMATION TECHNOLOGY SERVICES

Addendum Table 1
PROJECTED ALLOCATION OF FY 2006 ITS SERVICES

The following table summarizes the projected allocation of FY 2006 ITS services and ongoing costs to City departments and agencies based on past usage. The percent of total allocation is based on a study conducted in FY 2003. Due to rounding, columns may not total.

	Internal Projected Allocation	As a Percent of Total Allocation
AEDP	\$7,380	0.10%
Animal Shelter	\$12,976	0.18%
Circuit Court	\$128,854	1.76%
Citizen Assistance	\$95,420	1.30%
City Attorney	\$80,401	1.10%
City Clerk	\$83,297	1.14%
City Manager	\$103,144	1.41%
Code Enforcement	\$168,596	2.30%
Commonwealth's Attorney	\$66,389	0.91%
Finance Accounting	\$1,477,270	20.16%
Finance Administration	\$400,165	5.46%
Finance Purchasing	\$4,495	0.06%
Finance Revenue	\$1,070,768	14.62%
Finance Treasury	\$5,590	0.08%
Fire	\$234,924	3.21%
General Services	\$190,007	2.59%
Health	\$9,596	0.13%
Historic Alexandria	\$114,314	1.56%
Housing	\$91,243	1.25%
Human Rights	\$143,528	1.96%
Human Services	\$186,878	2.55%
Internal Audit	\$2,737	0.04%
Juvenile Court Services	\$60,859	0.83%
Legislative Services	\$3,496	0.05%
Libraries	\$2,622	0.04%
MH/MR/SA	\$384,173	5.24%
OMB	\$105,403	1.44%
Personnel	\$236,557	3.23%
Planning	\$120,739	1.65%
Police	\$385,700	5.26%
Probation	\$64,108	0.88%
Public Defender	\$71,075	0.97%
Real Estate	\$350,962	4.79%
Recreation	\$113,534	1.55%
Schools	\$4,491	0.06%
Sheriff	\$346,311	4.73%
Transportation and Environmental Services	\$274,772	3.75%
Voter Registration	\$47,220	0.64%
Other	<u>\$76,133</u>	<u>1.04%</u>
	<u>\$7,326,123</u>	<u>100.00%</u>

INFORMATION TECHNOLOGY SERVICES

Addendum Table II DEPARTMENT ALLOCATION FOR COMPUTER WORK STATION REPLACEMENT FUND IN FY 2006

The following chart identifies the amount charged to each department to build an annual and reliable funding stream for the replacement of personal computers. The department computer replacement charges have been determined using a base-line January 2000 inventory of the number of work stations in use throughout City departments. This inventory is analyzed and updated annually. The timing of the actual replacement of departmental units will be determined and administered by the ITS Department, based on the age of the existing computers.

Department	% of Inventory	FY 2006
City Council & Aides	0.8%	\$5,738
City Manager	0.8%	\$6,120
City Attorney	0.8%	\$5,738
City Clerk	0.7%	\$5,432
18 th Circuit Court	1.7%	\$13,005
Clerk of Courts	2.2%	\$16,601
Commonwealth's Attorney	1.7%	\$13,005
Court Service Unit	0.8%	\$5,738
Code Enforcement	2.9%	\$22,338
Juvenile and Domestic Relations Court	0.4%	\$2,907
Voter Registration	0.6%	\$4,667
Sheriff	4.3%	\$33,125
Citizen Assistance	0.3%	\$2,525
Finance	5.4%	\$41,463
Internal Audit	0.1%	\$689
General Services	2.9%	\$21,956
Office on Women	1.1%	\$8,262
Human Rights	0.3%	\$2,142
ITS	5.1%	\$38,939
OMB	0.5%	\$3,596
Personnel	1.3%	\$10,098
Real Estate Assessments	0.9%	\$6,809
Fire	3.1%	\$23,792
Police	15.1%	\$115,286
Health	0.2%	\$1,836
MH/MR/SA	13.1%	\$100,445
Human Services	13.8%	\$105,188
Housing	1.2%	\$9,027
Planning and Zoning	2.2%	\$16,601
Historic Alexandria (OHA)	2.2%	\$16,907
Recreation	7.1%	\$54,392
TES	5.0%	\$38,556
Other Public Safety/Magistrate	0.2%	\$1,454
Probation and Parole	0.2%	\$1,836
Non-Departmental		
Other - unassigned	<u>1.1%</u>	<u>\$8,787</u>
TOTAL	<u>100%</u>	<u>\$765,000</u>

INTERNAL AUDIT

421 King Street, Suite 302 • Alexandria, VA 22314 • 703.838.4743
Deborah Welch, Internal Auditor II • deborah.welch@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide an independent appraisal function to examine and evaluate City programs and activities as a service to City management.

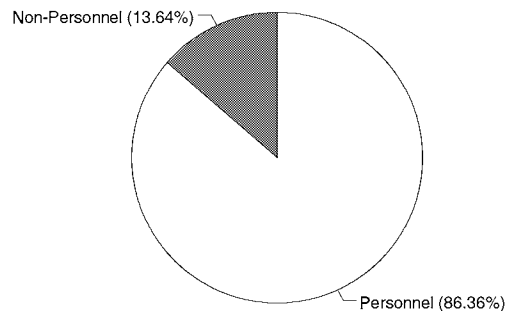
OBJECTIVES:

- To perform financial and compliance audits; efficiency and effectiveness audits; and program results audits of City departments, functions and activities.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	148,784	163,618	168,166	173,160
NON-PERSONNEL	17,914	26,414	27,360	27,360
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>166,698</u>	<u>190,032</u>	<u>195,526</u>	<u>200,520</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>166,698</u>	<u>190,032</u>	<u>195,526</u>	<u>200,520</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 5.5%				
FULL-TIME POSITIONS	2.0	2.0	2.0	2.0
TOTAL AUTHORIZED POSITIONS	2.0	2.0	2.0	2.0

FY 2006 Approved Expenditures by Type



INTERNAL AUDIT

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed personnel increased by \$4,548, or 2.8 percent. This increase is attributable to the cost of employee merit adjustments.
- Non-Personnel - FY 2006 increase in non-personnel is \$946, or 3.6 percent. For details on this increase please see adjustments to maintain current services and policies described below.

Adjustments to Maintain Current Services and Policies

- An increase in rent of \$1,022

City Council Approved

- The Approved FY 2006 General Fund budget for Internal Audit reflects all City-wide compensation adjustments for cost of living, health insurance and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

DEPARTMENT DETAIL

The Office of Internal Audit (OIA) provides a service to management that is directed toward (i) improving the economy, efficiency and effectiveness of City programs, activities and functions; (ii) detecting and preventing fraud, waste and abuse; and (iii) ensuring that programs and activities are efficiently and effectively carried out. The results of OIA audits and evaluations are provided to City management as formal reports which include, when appropriate, recommendations for corrective actions and management improvements.

To establish the independence of the internal audit function, the Office reports to the City Manager's Office through the Assistant City Manager for Fiscal and Financial Affairs. To assure the completeness of audit coverage, the internal audit staff has full, free and unrestricted access to all City activities, records, property and personnel, unless specifically prohibited by law.

INDICATORS AND MEASURES

OBJECTIVE: To perform financial and compliance audits; efficiency and effectiveness audits; and program results audits of City departments, functions and activities.

	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of professional staff positions authorized	2	2	2	2
Number of assignments completed	3 *	12	10	12
Number of audits contracted out	2	3	3	3

* Number of assignments completed decreased due to the magnitude of the three audit assignments.

MANAGEMENT AND BUDGET

301 King Street, Room 3630 • Alexandria, VA 22314 • 703.838.4780
Bruce Johnson, Director • bruce.johnson@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To prepare and administer the operating and capital budgets of the City, perform fiscal impact reviews of Council docket items, and conduct special analysis as requested by the City Council or the City Manager.

OBJECTIVES:

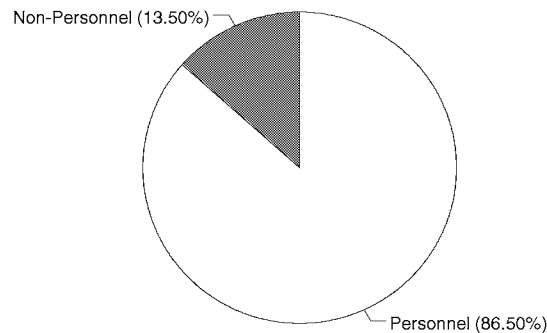
- To prepare and administer the Operating Budget and Capital Improvement Program in a manner that assists in achieving the City's strategic plan as well as maintains the present AAA/Aaa bond ratings.
- To administer the budget so that total expenditures do not exceed total appropriations in the current year.
- To project General Fund revenues in a manner consistent with provisions of the City Charter Section 6.05. This section requires that expenditures recommended by the City Manager in the general budget shall not exceed estimated revenues for the current fiscal year, unless property assessments and/or tax rate increases have been approved or proposed for the ensuing fiscal year (see Appendices section for more information).
- To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards and receive GFOA's Distinguished Budget Presentation Award.
- To conduct research and analysis in such areas as improving operational efficiencies and cost effectiveness, performance measures, operational structure and processes, and the organization and use of State and federal resources.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	730,926	900,401	857,914	878,303
NON-PERSONNEL	53,937	76,415	137,026	137,026
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>784,863</u>	<u>976,816</u>	<u>994,940</u>	<u>1,015,329</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>784,863</u>	<u>976,816</u>	<u>994,940</u>	<u>1,015,329</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 3.9%				
FULL-TIME POSITIONS	10.0	10.0	10.0	10.0
TOTAL AUTHORIZED POSITIONS	10.0	10.0	10.0	10.0

MANAGEMENT AND BUDGET

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel decreased by \$42,487, or 4.7 percent. This decrease is attributable to a reduction in the amount budgeted for salaries and benefits and the application of a vacancy factor of 2.0 percent, or \$16,947.
- Non-Personnel - FY 2006 increase in non-personnel is \$60,611, or 79.3 percent. For details of this increase please see the supplemental request described below.

City Council Approved

- The Approved FY 2006 General Fund budget for the Office of Management and Budget reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Request

Approved

- Fees for Professional Services \$64,770
This supplemental will fund a consultant that will improve the use of performance measures and indicators and help manage consultant performance audit and benchmark studies for other departments. It will help to maintain other management information systems, including the project status reporting system and personnel

MANAGEMENT AND BUDGET

Supplemental Budget Requests, continued

Approved, continued

data. It will also will be useful in measuring progress in achieving City Council's strategic plan goals and objectives.

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$16,947 described above, the budget was reduced by \$1,635 as an efficiency reduction.

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To prepare and administer the Operating Budget and Capital Improvement Program in a manner that assists in achieving the City's strategic plan as well as maintains the present double AAA/Aaa bond ratings.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of capital project tasks initiated	72	70	85	80	75
Maintenance of Aaa and/or AAA bond rating*	Yes	Yes	Yes	Yes	Yes
Percentage of City debt indicators meeting Credit Rating Agency Guidelines*	100%	100%	100%	100%	100%

* Staff responsibility for these measures is shared with the Finance Department; the City has had Aaa/AAA bond ratings since 1992.

OBJECTIVE: To administer the budget so that total expenditures do not exceed total appropriations.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Comprehensive Annual Financial Report indicates fiscal year appropriations in excess of expenditures	Yes	Yes	Yes	Yes	Yes

OBJECTIVE: To project General Fund revenues in a manner consistent with provisions of the City Charter Section 6.05. This section requires that expenditures recommended by the City Manager in the general budget shall not exceed estimated revenues for the current fiscal year, unless property assessments and/or tax rate increases have been approved or proposed for the ensuing fiscal year (see Appendices section for more information).

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Compliance with provisions of City Charter	Yes	Yes	Yes	Yes	Yes

OBJECTIVE: To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Budget document receipt of the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

NON-DEPARTMENTAL

PROGRAM DESCRIPTION: This category summarizes expenditures for debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships (such as the National League of Cities), City-wide communication and publication costs (such as FYI Alexandria, the annual budget, and Comprehensive Annual Financial Report), and other operating costs and fringe benefits including compensation contingencies for the general salary cost of living adjustment (COLA), projected increases in health insurance premium rates, and projected increases in City-paid health retirement contributions.

DEBT SERVICE

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED *	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
GENERAL OBLIGATION DEBT SERVICE	18,842,372	22,620,329	27,714,883	27,714,883
NORTHERN VIRGINIA TRANSPORTATION DISTRICT BOND DEBT SERVICE	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>
TOTAL EXPENDITURES	<u>19,098,442</u>	<u>22,876,399</u>	<u>27,970,953</u>	<u>27,970,953</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>19,098,442</u>	<u>22,876,399</u>	<u>27,970,953</u>	<u>27,970,953</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 22.3%

Debt Service: In recognition of the City's excellent financial condition, the City's AAA/Aaa credit ratings were reaffirmed on the City's \$54.8 million general obligation bond issue of November, 2004. The City is one of 33 counties and 44 cities across the nation with both an AAA and Aaa rating from Moody's and Standard and Poor's. These bonds were sold at an aggregate true interest cost of 3.927 percent.

The approved FY 2006 General Fund budget includes \$27.7 million for payment of the City's General Obligation debt. This includes the scheduled repayment of debt existing prior to June 30, 2005, plus \$0.9 million in interest payments for the \$38.7 million in bonds planned to be issued in FY 2006. The detailed bond repayment schedule is included in the approved FY 2006 - FY 2011 Capital Improvement Program.

In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of \$256,070. State authorization for the transportation bonds was approved by the 1998 General Assembly, and bonds were issued in 1999. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was also authorized by the 1998 General Assembly.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

CAPITAL PROJECTS (CASH CAPITAL)

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 AMENDED *	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	21,155,000	21,382,000	20,956,778	18,859,735
TOTAL EXPENDITURES	<u>21,155,000</u>	<u>21,382,000</u>	<u>20,956,778</u>	<u>18,859,735</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>21,155,000</u>	<u>21,382,000</u>	<u>20,956,778</u>	<u>18,859,735</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED (11.8%)

* FY 2005 budget is amended and reflects the transfer to this account of \$2.5 million from contingent reserves for the K-12 Education Aid for the T.C. Williams High School project.

Capital Projects (Cash Capital): The FY 2006 capital budget will be financed through a combination of General Obligation Bond proceeds, (including \$683,153 in bond premiums) a General Fund appropriation (cash capital), the appropriation of fund balance monies from prior years designated for capital projects, open space trust fund account transfers, sewer fee collections, bond interest earnings and reallocated prior year balances.

The FY 2006 General Fund cash capital budget, in the amount of \$18.9 million, including open space funding, will finance approximately 28 percent of the approved FY 2006 Capital Budget of \$67.8 million. Open space acquisition from 1 cent of the real estate tax designation will total \$1.9 million in FY 2006 (after adjustments for debt service costs on \$10 million borrowed in FY 2005 for open space). This \$1.9 million amount is included in the \$18.9 million FY 2006 Cash Capital budget.

Other cash funding provides an additional 15 percent of the FY 2006 approved Capital budget. These sources are: designated fund balance derived from prior year surpluses (\$4.7 million), bond premiums (\$0.7 million), bond interest earnings (\$0.5 million), sewer hook up fees and sewer use fees (\$3.8 million including the proposed \$0.40 increase in sewer use fees (from \$0.60 to \$1.00) and increased sewer hook up fees) and other miscellaneous revenues (\$0.7 million for ARHA loan repayment). Additional increases in pay-as-you-go funding of capital projects will be required in future years to help meet increased capital funding needs as well as to keep an appropriate balance between bond and cash capital funding. The complete capital improvement funding program may be found in the Approved Capital Improvement Program document.

The remainder of the FY 2006 element of the FY 2006 to FY 2011 Capital Improvement Program will be funded by general obligation bond proceeds (\$38.7 million or 57 percent).

NON-DEPARTMENTAL

BUDGET DESCRIPTION

CONTINGENT RESERVES *

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL *	FY 2005 APPROVED **	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
NON-PERSONNEL	0	727,700	750,000	376,500
TOTAL EXPENDITURES	<u>0</u>	<u>727,700</u>	<u>750,000</u>	<u>376,500</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>0</u>	<u>727,700</u>	<u>750,000</u>	<u>376,500</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED (48.3%)

* No monies can be directly expended from contingent reserves. Council action is required to transfer monies from contingent reserves to other accounts for expenditure.

** The FY 2006 approved budget contingent reserves level started at \$3,648,435.

Contingent Reserves: Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to allocate, transfer to and appropriate these monies to other accounts.

Council action during the add-delete process reduced the contingent reserves by \$373,500. The Council approved budget includes a total of \$376,550 in the contingent reserves account to address general contingencies that are now unknown, which is equal to approximately 0.08 percent of the approved FY 2006 General Fund budget.

- \$50,000 of this amount is designated in the contingent reserves for the Arts Commission to plan for an implement a study on the establishment of a public arts initiative and related activities.

The FY 2005 approved budget initial contingent reserve level of \$3,648,435 has been reduced to \$727,700 through the following City Council actions subsequent to the FY 2005 budget adoption:

- K-12 Education Aid for T.C. Williams High School (\$2,468,435 was transferred to cash capital. \$2.5 million has been included each year through FY 2010 in the approved CIP to reflect continuation of this assistance as a source of funding for school capital projects.)
- Tenant and Workers Support Committee Community Center long term capital loan (\$300,000)
- Child Welfare Coordinator for the Department of Human Services (\$11,300 - 25% local match for federal Title IV-E grant)
- Patent and Trademark Office Shuttle (\$46,000)
- Consultant studies for the Mirant Power Plant (\$95,000)

NON-DEPARTMENTAL

BUDGET DESCRIPTION

INSURANCE, CITY MEMBERSHIPS, CITY-WIDE COMMUNICATIONS/PUBLICATIONS, OTHER OPERATING EXPENSES AND FRINGE BENEFITS INCLUDING COMPENSATION CONTINGENCIES

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 * AMENDED	FY 2006** PROPOSED	FY 2005 APPROVED
TOTAL EXPENDITURES	<u>14,297,421</u>	<u>17,464,555</u>	<u>18,356,224</u>	<u>16,131,224</u>
SPECIAL REVENUE AND OTHER SOURCES	<u>0</u>	<u>1,650,000</u>	<u>2,000,000</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>1,650,000</u>	<u>2,000,000</u>	<u>0</u>
GENERAL FUND	<u>14,297,421</u>	<u>15,814,555</u>	<u>16,356,224</u>	<u>16,131,224</u>
LESS ALLOWANCE FOR COMPENSATION CONTINGENCIES	<u>5,090,000</u>	<u>6,727,660</u>	<u>6,334,408</u>	<u>6,184,110</u>
TOTAL	<u>9,207,421</u>	<u>9,086,895</u>	<u>10,021,816</u>	<u>9,947,114</u>

PERCENT CHANGE (LESS ALLOWANCE FOR COMPENSATION CONTINGENCIES) FY 2005 TO FY 2006 APPROVED 9.5%

* The FY 2005 budget was amended to reflect the transfer of \$285,000 to the City Attorney's Office for the cost of outside legal counsel and \$30,000 transferred to the Department of Real Estate Assessments for Board of Equalization related expenses. The FY 2005 budget also included \$6,727,660 for the approved 2.0 percent general salary adjustment for City employees and the approved increase in the City's share of health insurance costs for City employees. Based on Council's action in approving the budget, these monies were transferred to individual agency budgets in the FY 2005 Approved budget.

** The FY 2006 Approved budget includes \$3,600,000 for the proposed 2.0 percent general salary adjustment (COLA) for City employees and the \$1.374 million increase in the City's share of health, life and supplemental insurance costs for current City employees. The FY 2006 budget also includes \$885,000 for implementation of the pay benchmark study results and \$475,000 to add a new "P" step to the end of the City's salary scale. Based on Council's action in approving the budget, these monies will be transferred to individual agency budgets in the FY 2006 Approved budget. \$2.54 million has also been added to the Schools FY 2006 budget to fund a 2.0 percent COLA. In addition, \$3.6 million in new funding has been dedicated in FY 2006 by City Council for affordable housing purposes in the Housing Department budget in lieu of the \$2.0 million in Special Revenue funding originally proposed in the Non-Departmental budget.

Insurance

The total FY 2006 approved insurance budget is \$4,123,513. In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, pension plans administrative fees, and insurance policies held by the City. Costs in this category are increasing 9.5 percent on average for such items as worker's compensation related costs (\$389,433), general liability insurance (\$141,090) and professional liability insurance (\$80,000).

City Memberships

The City membership account includes a total of \$289,204 for City-wide memberships including the National League of Cities, the U.S. Conference of Mayors, the Virginia Municipal League, the Virginia Institute of Government, the Virginia Innovations Group, as well as funding for the Sister Cities and USS Alexandria committees. The cost of City memberships are decreasing by \$24,437, or 7.8 percent. The decrease is attributable primarily to a reduction in the amount budgeted for the Virginia Municipal League that was set aside in FY 2005 for the City to host the Virginia Municipal League Conference in Alexandria.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

City-wide Communications/Publications

The City communications/publications account includes a total of \$189,085 (an increase of 2.8 percent) for the production costs (i.e. printing, overtime) and distribution costs of four City-wide publications: the Annual Report; the Proposed and Approved Budget documents; the Comprehensive Annual Financial Report (CAFR); and the FYI Alexandria community newsletter. This account also includes funding for the City Academy. In FY 2006, this account includes new funding (approximately \$50,000) to increase the frequency of the FYI Alexandria newsletter from four to six issues per year as well as to print the publication on recycled paper. This increase is offset by a decrease of \$50,000 that was budgeted in FY 2005 to perform the City resident survey undertaken in September 2004.

Other Operating Expenses and Fringe Benefits

This account includes compensation contingents that will be allocated to City departments after City Council budget decisions. These include:

- Cost-of-living adjustments (COLA) contingent of (\$3.6 million) to finance a 2.0 percent COLA for City employees. The proposed transfer in the FY 2006 City's budget to the School Operating Fund includes sufficient funding (\$2.54 million) for a 2.0 percent COLA for School employees.
- Health Insurance contingent for City employees and retirees is budgeted at \$1.471 million which reflects an expectation that the City's cost of providing health insurance to its employees and retirees is estimated to increase by that amount. City health insurance premiums for the employee plans are expected to increase 8.1 percent on average in FY 2006. The retiree health insurance maximum reimbursement rate is proposed to increase \$240 per year from \$2,880 per year to \$3,120 per year at a added cost of \$96,549 and an increase in long-term actuarially estimated liability to the City of about \$4.8 million (i.e., about 50 times the budget increase amount).
- Pay Benchmark Study - The FY 2006 budget includes \$885,000 for salary and related benefit adjustments in order to implement the results of the pay benchmark study which Council's adopted compensation philosophy contemplates to be performed at least every five years. (See compensation philosophy on page 10-13)
- Adjustments to the Salary Scale - The FY 2006 budget also includes \$475,000 for salaries and benefits associated with the addition of the "P" step to the City's salary scale. Approximately, 23 percent of the City's full-time workforce, or 511 people, are now at or are going to hit the top of the pay scale in FY 2005. This extra step would allow them to receive a step adjustment, subject to receiving a satisfactory performance rating at the time of their annual performance review.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

Other Operating Expenses and Fringe Benefits

- Based on an actuarial analysis, the employer's share of funding for the City Supplemental Retirement has increased by 0.75 percent to 5.25 percent. This results in a \$0.8 million increase in costs which has been budgeted in departmental budgets for FY 2006.
- The City's annual payment for the old public safety pension plan, which was closed to new members in 1979 (\$1,058,000 up from \$902,000). Based on an actuarial analysis, this increase is necessary to keep the plan fully funded.

To help the City's elderly, disabled and low income residents continue to live in Alexandria, the approved FY 2006 rebate budget includes \$190,000 for senior citizen rent relief¹. The approved budget also includes an allowance of \$750,000 for an Affordable Home Ownership Preservation Tax Grants program, including the costs to administer this program. This amount reflects a reduction of \$250,000 as recommended by the City Manager and approved by City Council per Budget Memo \$48.

In addition, \$3.6 million in new funding has been dedicated in FY 2006 by City Council for affordable housing purposes in the Housing Department budget in lieu of the \$2.0 million in Special Revenue funding originally proposed in the Non-Departmental budget. These funds derive from the higher real estate settlement recordation tax rate which the General Assembly authorized to start on September 1, 2004, as well as the dedication of one cent of the real estate tax rate to affordable housing purposes - the equivalent of \$2.8 million in FY 2006.

The remaining amount is for a variety of recurring operating costs, including:

- Consultant studies to carry out City Council's land use planning priorities (\$570,000).
- Consultant studies for Transportation to assist in area planning and in comprehensive transportation policy and planning efforts (\$25,000).
- Environmental studies related to the Mirant power plant (\$50,000).
- The City's share of the 2nd annual Festival of the Arts (\$25,000).

1

Senior Citizen and Disabled Real Estate Tax Relief, formerly a budgeted expenditure item, starting in FY 2002 has been budgeted as a credit (or deduction) to real estate tax revenues. The amount budgeted as a deduction from revenues for FY 2006 is \$2,500,000 which reflects the reduction in the real estate tax rate of 11.5 cents per \$100 assessed valuation; and City Council actions in CY 2001 and CY 2002 in increasing income eligibility and benefit levels for tax relief, as well as changing benefit levels to exempting 100%/50%/25% of real estate tax bills. As a result, as tax assessments rise and tax rates change, so does the amount of relief which needs to be budgeted.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

Other Operating Expenses and Fringe Benefits

- ADA compliance-related accommodations (\$75,000 up from \$50,000).
 - The rebate of Waste-to-Energy plant property taxes, as per the Waste Disposal Trust Fund Agreement between Alexandria and Arlington County, dated October 1, 1985. This amount is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Waste-to-Energy Trust Fund, which is used to help cover certain plant operating and capital costs (\$689,625).
 - Temporary staff assistance due to work associated with the Woodrow Wilson bridge reviews and project impacts (\$100,000).
 - The fixed-end maintenance costs associated with the radio system that serves all City public safety and general government agencies (\$282,952).
 - Cable broadcasting costs (\$30,500) of the Board of Architectural Review meetings.
 - Gang Prevention Unit initiatives funding (\$5,000)
 - The City Council approved the addition of \$25,000 for First Night Alexandria via the Add-Delete process.
-

OFFICE ON WOMEN

421 King Street, Suite 400 • Alexandria, VA 22314 • 703.838.5030
 Lisa Baker, Director • lisa.baker@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including advocacy, resources, support groups and individual crisis counseling for survivors and their families; to provide community education, prevention and awareness activities on issues relevant to women and girls; and to provide mentoring to adolescents so that they may avoid engaging in risky behaviors.

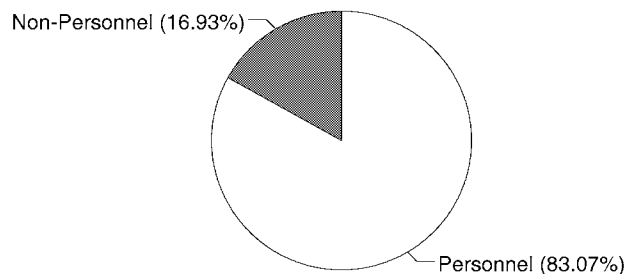
TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,196,250	1,317,966	1,345,125	1,379,481
NON-PERSONNEL	287,164	233,353	281,093	281,093
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,483,414</u>	<u>1,551,319</u>	<u>1,626,218</u>	<u>1,660,574</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>412,736</u>	<u>393,578</u>	<u>391,813</u>	<u>391,813</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>412,736</u>	<u>393,578</u> *	<u>391,813</u> **	<u>391,813</u> **
GENERAL FUND	<u>1,070,678</u>	<u>1,157,741</u>	<u>1,234,405</u>	<u>1,268,761</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 9.6%				
FULL-TIME POSITIONS	19	19	19	19
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5	0.5
TOTAL AUTHORIZED POSITIONS	19.5	19.5	19.5	19.5

* FY 2005 Special Revenue includes \$315,966 in federal aid, \$38,587 in State aid, and \$39,025 in gifts and donations.

** FY 2006 Special Revenue includes \$321,431 in federal aid, \$45,907 in State aid, and \$24,475 in gifts and donations.

FY 2006 Approved Expenditures by Type



OFFICE ON WOMEN

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$27,159, or 2.1 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partially offset by the application of a vacancy factor of 2.0 percent, or \$22,000.
- Non-Personnel - FY 2006 increase in non-personnel is \$47,740, or 20.5 percent. For details on this increase please see adjustments to maintain current services and policies described below.

Adjustments to Maintain Current Services and Policies

- Increased office space rental costs of \$14,965.
- \$10,000 in increased funds for the completion of needs assessment research.
- Adjustments totaling \$7,775 were made to various line items to maintain current services.
- \$15,000 to provide necessary therapy to children of clients and clients who do not have private insurance coverage.

City Council Approved

- The Approved FY 2006 General Fund budget for the Office on Women reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

DETAIL BY DIVISION

The Office on Women, with support from the Commission for Women, serves as an advocate for the women of Alexandria and offers programs to assist women in gaining access to opportunities and services. Special events coordinated by the Office on Women in Fiscal Year 2004 included the *Walk to Fight Breast Cancer*, *Take Our Daughters to Work Day*, and assistance with the Commission's annual *Salute to Women Awards Banquet*. Services provided by the Office on Women include: two 24-hour crisis intervention programs - the Domestic Violence Program and the Sexual Assault Response and Awareness (SARA) Program; Project STEPOUT/MANHOOD, a mentoring program for adolescents; the Alexandria Campaign on Adolescent Pregnancy (ACAP), which serves to guide a City-wide effort to prevent adolescent pregnancy and promote positive youth development; and employment support services. Community awareness and prevention education are major components of all programs of the Office on Women.

OFFICE ON WOMEN

DETAIL BY DIVISION

Project STEPOUT seeks to assist adolescent girls to establish personal, educational, and career goals. The program also includes Project MANHOOD for boys, teen clubs, and a group for Hispanic teens. The goals of the programs are to help the youth remain in school, to improve their grades and to reduce the incidence of teen pregnancies by underscoring how the decisions they make now will impact their adult lives.

Community education activities incorporate all of the programs of the Office on Women and address such issues as domestic violence, sexual assault, sexual harassment, conflict management, and safety tips. Staff and a volunteer-based Speaker's Bureau provide presentations to City employees, students at both public and private schools, civic and community groups, businesses and the religious community. Additionally, the Community Education Program provides Rape Aggression Defense (RAD) training, a self defense program designed specifically for women, several times a year to individual residents and to various community groups.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
Total Expenditures	296,780	310,365	325,350	332,223
<u>FULL-TIME STAFFING</u>	4	4	4	4

The Domestic Violence Program provides 24-hour crisis intervention and counseling services for victims of domestic violence; assists victims with criminal and/or civil court processes; operates the Battered Women's Shelter as a safe house for battered women and their children; provides follow-up counseling as well as assistance to women and men involved in abusive relationships; and conducts support groups for women.

Through a grant provided by the Virginia Department of Social Services, the Office on Women also provides targeted outreach and education to the City's Spanish-speaking residents and counseling to children in homes where family violence occurs.

<u>DIVISION:</u> Domestic Violence Program	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
Total Expenditures	805,800	842,687	883,372	902,035
<u>FULL-TIME STAFFING</u>	10	10	10	10

The Sexual Assault Response and Awareness (SARA) Program uses trained volunteers, including bilingual volunteers, along with staff, to provide 24-hour crisis intervention services for survivors of sexual assault and their families and to accompany victims to police interviews, the hospital and to all court proceedings. The program also provides follow-up counseling to women, men and children; group counseling for victims of sexual assault and

OFFICE ON WOMEN

DETAIL BY DIVISION

adult survivors of incest; and a support group for partners of survivors of sexual assault. Grant funding provides monies for outreach and education services directed toward the City's Spanish-speaking residents and to adolescents to prevent sexual assault.

<u>DIVISION: SARA</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
Total Expenditures	380,834	398,267	417,496	426,316
<u>FULL-TIME STAFFING</u>	5	5	5	5

INDICATORS AND MEASURES

OBJECTIVE: [Office on Women] To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including support groups and individual counseling for survivors and their families; to provide community education, prevention and awareness activities on issues relevant to women; and to provide mentoring to adolescents.

	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Actual FY 2004</u>	<u>Estimated FY 2005</u>	<u>Projected FY 2006</u>
Number of women and children housed in the Battered Women's Shelter	178	113	128	135	140
Number of data advocacy (with client and in court) hours	4,595	5,298	4,798	5,200	5,300
Number of domestic violence group sessions	150	150	150	150	150
Number of domestic violence group attendance	816	446	417	500	525
Number of police referrals to Domestic Violence Program	967	811	832	860	900
Number of assault survivors served by the Sexual Assault Response & Awareness Program	706	710	710	710	715
Hotline calls received (domestic and sexual assault)	4,247	4,326	4,390	4,415	4,450
Number of therapy and support group sessions provided by the SARA Program*	n/a	609	610	614	615
Number of community presentations	295	302	310	310	315
Number of Project STEPOUT/MANHOOD participants	75	83	85	85	90
Number of brochures and magazine on adolescent pregnancy prevention distributed**	n/a	15,000	20,000	15,000	15,000

* New measure beginning FY 2003 to more accurately reflects actual therapy and support group sessions provided by the SARA Program.

** New measure beginning FY 2003.

PERSONNEL SERVICES

301 King Street, Room 2510 • Alexandria, VA 22314 • 703.838.4425
Henry Howard, Director • henry.howard@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide and maintain a highly motivated work force equipped with the skills required to deliver high quality and cost-effective services to the residents of the City of Alexandria.

OBJECTIVES:

- To recruit, evaluate and refer qualified persons to fill City positions.
- To provide training and organizational development programs for City employees.
- To respond in a timely and efficient manner to employee and retiree telephone and walk-in inquiries and requests regarding benefits, compensation and personnel policy.
- To provide classification and compensation services to City agencies in a timely and effective manner.

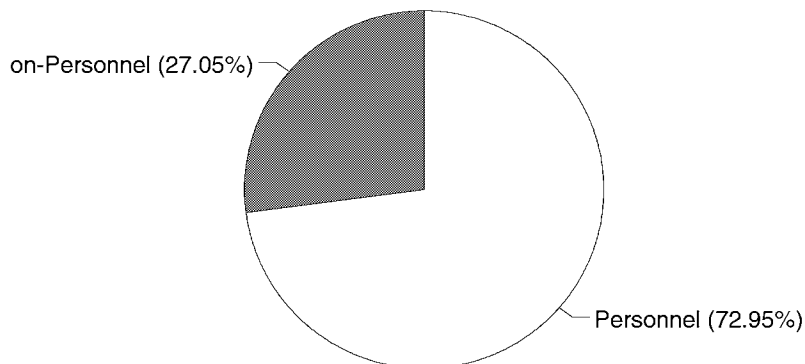
TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,720,485	1,957,958	2,031,123	2,086,444
NON-PERSONNEL	634,957	665,772	773,719	773,719
CAPITAL GOODS OUTLAY	<u>73,778</u>	<u>9,660</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>2,429,220</u>	<u>2,633,390</u>	<u>2,804,842</u>	<u>2,860,163</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>2,213</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,213</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
GENERAL FUND	<u>2,427,007</u>	<u>2,627,390</u>	<u>2,798,842</u>	<u>2,854,163</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 8.6%				
FULL-TIME POSITIONS	22.0	22.0	23.0 *	23.0 *
PART-TIME POSITIONS (FTE)	1.33	1.33	0.58	0.58
AUTHORIZED OVERHIRES (FULL-TIME)	1.0	1.0	1.0	1.0
TOTAL AUTHORIZED POSITIONS	24.33	24.33	24.58	24.58

* Reflects the conversion of one part-time (0.75 FTE) Personnel Clerk I position to a full-time position, to provide additional administrative support in the Benefits and Records Division.

PERSONNEL SERVICES

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$122,333, or 6.2 percent. This increase is attributable to the cost of employee merit adjustments and other supplemental budget requests described below. This increase is offset by the application of a vacancy factor of 2.73 percent, or \$55,543.
- Non-Personnel - FY 2006 increase in non-personnel is \$58,779, or 8.8 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Adjustment for increased costs associated with City employee fitness for duty and medical exams - \$15,000
- The transfer of \$50,000 from the Non-Departmental budget to the department's budget for the Employee Education and Tuition Assistance program, in order to consolidate and to make a total budget of \$172,000 for this program.
- The transfer of \$50,000 from the Non-Departmental budget to the department's budget for City-wide training. This brings the total budget for this program to \$150,640; partially offset by an efficiency-based expenditure reduction of \$6,000 (included in the total expenditure reductions amount of \$11,577 below).

PERSONNEL SERVICES

City Council Approved

- The Approved FY 2006 General Fund budget for the Personnel Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

Approved

- Personnel Clerk I \$14,624
The conversion of a part-time (0.75 FTE) Personnel Clerk I position to a full-time position will help provide additional administrative support in the Benefits and Records Division.
- Employee Wellness Program \$75,000
The approved "health smart" program is an innovative approach to improve the health, welfare and efficiency of City employees, which includes fitness, nutrition, stress reduction, weight loss, health tests and screening.
- Employee Service Awards \$20,000
The Employee Service Awards Program will provide both a plaque and gift to all employees with 20 or more years of service and increase the dollar value of gifts for employees with 15 or more years of service.
- Recruitment \$25,000
These funds will be used for City-wide recruiting efforts such as advertising, marketing, the development and purchase of promotional materials, website development and online applicant tracking. This will fulfill the City Manager's mandated utilization goals and the department's ability to fill vacancies in a timely and efficient manner.

Not Approved

- To convert a full-time temporary Personnel Assistant position in the Employment Division to permanent status. The cost of this position will be offset by a reduction in costs for temporary services - \$0
- To convert a full-time temporary Personnel Assistant position in the Employee Relations and Training Division to permanent status - \$31,619
- To convert a part-time (0.58 FTE) Personnel Assistant position in the Classification Division to full-time status - \$24,550

PERSONNEL SERVICES

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$55,543 described above, the budget was reduced by an additional \$11,577 as efficiency-based reductions.

DETAIL BY DIVISION

The Personnel Services Department provides comprehensive personnel services for City departments and agencies in the areas of Employment and Testing, Employee Relations and Training, Classification and Compensation, and Employee Benefits.

The Administrative Division of the Personnel Services Department develops and administers the City's personnel policies, provides guidance on and interpretation of personnel policies for City employees, and ensures City-wide compliance with federal, State and local laws such as the Family and Medical Leave Act, the Americans with Disabilities Act, and the Commercial Motor Vehicle Safety Act.

The Division is responsible for administering the Employee Education and Tuition Assistance Program. This program was established by City Council in FY 1998, and the tuition reimbursement policies are based upon a review of the City's comparator jurisdictions as outlined in the City's Compensation Philosophy. The program was designed to assist employees with the costs of participating in job related courses and college level course work. This benefit enables employees to advance in their career goals with the City and also improve their work skills.

In FY 2004, a total of 223 employees applied for and were eligible for Tuition Assistance funding as compared to 279 employees in FY 2003 and 357 in FY 2002. This reflects the stability of the employee participation rate in the Tuition Assistance Program.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Administration				
General Fund Expenditures	563,452	793,418 *	819,158 **	831,105 **
<u>FULL-TIME STAFFING</u>	5	5	5	8
* Funding includes converting a full-time Personnel Clerk II position to a full-time Computer Systems Analyst IV position (\$46,106) to manage the City employee Kronos time and attendance system; the completion of the office space renovation started in FY 2003 (\$105,000); and a City-wide employee survey (\$22,000).				
** Funding includes a total budget amount of \$172,000 for the Tuition Reimbursement Program, \$50,000 of which was transferred from the Non-Departmental budget to the Personnel Department's budget in FY 2006. Funding also includes an adjustment for increased costs associated with employee fitness for duty and medical exams (\$15,000); the approved supplemental requests for recruitment costs (\$25,000) and Employee Service Awards (\$20,000); partially offset by a vacancy factor (\$55,543) and an efficiency-based reduction (\$5,577).				

The Employment and Testing Services Division provides recruitment and selection services, collects and reports affirmative action data, and administers promotional testing for public safety positions. The workload of the Employment and Testing Services Division is impacted by the City's turnover rate and the labor market in the greater Washington metropolitan area.

PERSONNEL SERVICES

DETAIL BY DIVISION

<u>DIVISION:</u> Employment	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	460,813	457,746	457,405	467,426
<u>FULL-TIME STAFFING*</u>	5	5	5	5
* Total position count excludes one overhire Division Chief of Special Services.				

INDICATORS AND MEASURES

OBJECTIVE: [Employment and Testing Services] To recruit, evaluate and refer qualified persons to fill City positions.

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Average number of working days between closing date for promotional and outside applicants and referral of certified applicants to department	11.5	11.5	6.0 *	7.0	7.0

* Newly established guidelines requiring certification of applications within 7 days of closing date.

The Employee Relations and Training Division provides training and development opportunities for City employees, including internet training under active consideration for leadership and managerial skills, to help improve the delivery of services to the citizens of Alexandria, and to enhance their careers. The Division administers the Lori Godwin Public Service Learning Award. This program, created in memory of Lori Godwin, Assistant City Manager, 2002, awards eligible City employees up to \$15,000 for intensive non-degree study programs that focus on enhancing leadership and management skills, or in a particular field pertinent to local government. The Division also administers the George Mason University Master of Public Administration, a two year program where selected employees receive City support through 100% tuition assistance and administrative leave for a half-day to attend classes. The Mann Educational Trust Fund, established by former Mayor Frank Mann, provides approximately \$6,000 a year in additional funds for City employee training. The Employee Relations and Training Division also ensures that the City's disciplinary and grievance procedures are properly applied, and that personnel policies and procedures are followed. In addition, the Division maintains the City Employee Handbook (in print and on CityNet) and the City-wide training catalogue and brochure.

PERSONNEL SERVICES

DETAIL BY DIVISION

<u>DIVISION:</u> Employee Relations	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	562,522	541,600	660,610 *	675,084 *
<u>FULL-TIME STAFFING</u>	4	4	4	4
* Funding includes a total budget amount of \$150,640 for City-wide Training, 50,000 of which was transferred from the Non-Departmental budget to the Personnel Department's budget in FY 2006; partially offset by an efficiency-based reduction of \$6,000. Funding also includes the approved supplemental request for the Employee Wellness Program (\$75,000).				

INDICATORS AND MEASURES

OBJECTIVE: [Employee Relations and Training] To provide training and organizational development programs for City employees.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of employees attending training	2,126	2,150	2,041	2,400	2,200
Average rating by training participants on class evaluation forms*	4.6	4.5	4.6	4.7	4.6

* Based on a scale of 1 to 5 with 5 being the highest.

The Benefits/Systems Division provides salary and fringe benefit administration, manages the City's personnel/payroll (AHRMIS) systems, maintains employee personnel files, coordinates the City's insurance programs, ensures compliance with federal, State and local laws governing benefits, issues employee ID cards and provides new employee orientation classes and exit interviews for City employees.

<u>DIVISION:</u> Benefits and Systems	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	521,951	518,476	534,816 *	546,534 *
<u>FULL-TIME STAFFING</u>	5	5	6 *	6 *
* Includes the approved supplemental request to convert a Personnel Clerk I position from part-time to full-time (\$14,624).				

PERSONNEL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Benefits/Systems] To respond in a timely and efficient manner to employee and retiree telephone and walk-in inquiries and requests regarding benefits, compensation and personnel policy.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of telephone/walk-in inquiries per week*	286	307	317	300	300
Percent of telephone/walk-in issues resolved within 5 working days	92%	92%	92%	92%	92%

* The increase in the number of telephone and walk-in inquiries for each week beginning in FY 2003 is due to changes to the Police/Fire Pension Plans and the addition of long term care benefits.

The Classification and Compensation Division develops and maintains the City's classification system and pay plans, conducts salary surveys, and oversees compliance with federal, State and local laws governing wages and hours of work. When a position's duties change substantially due to an approved departmental reorganization, Council action or as a result of federal or State mandates, the Classification and Compensation Division conducts an analysis to determine the proper classification and pay grade for the position.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Classification				
General Fund Expenditures	318,269	316,150	326,853	334,014
FULL-TIME STAFFING	3	3	3	3

INDICATORS AND MEASURES

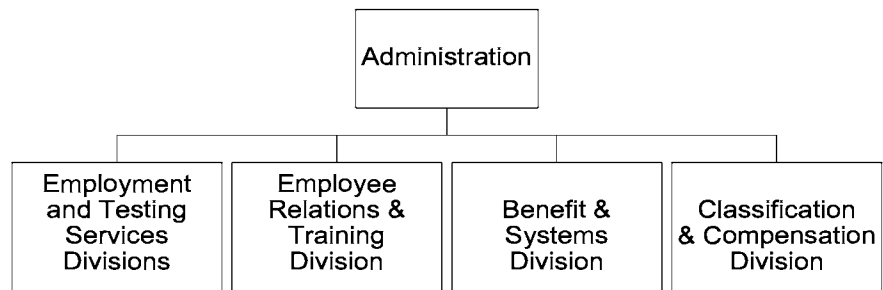
OBJECTIVE: [Classification and Compensation] To provide classification and compensation services to City agencies in a timely and effective manner.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of classification reviews completed	121	82	331 *	150 **	175 **
Percentage of classification reviews analyzed and implemented within six months of receipt	100 %	100 %	100 %	100 %	100 %

* Increase in FY 2004 is attributable to a completed review of all 172 positions in the Alexandria Library System; also, a completed review of all the positions in both the Clerk of the Circuit Court (23) and the Adult Probation and Parole Office (21) as directed by the City Council.

** Estimated number assumes that a department or a large division may request a review of all positions as has been the case in previous years.

PERSONNEL SERVICES



REAL ESTATE ASSESSMENTS

301 King Street, Room 2600 • Alexandria, VA 22314 • 703.838.4575
Cynthia A. Smith-Page, Real Estate Assessor • cindy.smith-page@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To assess all real property within the corporate boundaries of the City of Alexandria in a uniform and equitable manner, and to inform and educate the public on pertinent real estate issues.

OBJECTIVES:

- To annually assess every parcel of real estate within 100 percent of its estimated fair market value and to notify property owners of the results of the assessments.
- To assist property owners with understanding assessments; to provide avenues for appeal through the Department, the Board of Equalization and the Courts; and to assist the Board of Equalization and the City Attorney's Office with appeals.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 AMENDED *	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	831,845	946,909	1,106,779	1,077,942
NON-PERSONNEL	134,327	125,005	180,225	180,225
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>23,000</u>	<u>13,000</u>
TOTAL EXPENDITURES	<u>966,172</u>	<u>1,071,914</u>	<u>1,310,004</u>	<u>1,271,167</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>3,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>3,000</u>
GENERAL FUND	<u>966,172</u>	<u>1,071,914</u>	<u>1,307,004</u>	<u>1,268,167</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 18.3%

FULL-TIME POSITIONS	12.0	13.0	15.0	14.0
PART-TIME POSITIONS (FTE)	0.75	0.0	0.0	0.0
TOTAL AUTHORIZED POSITIONS	12.75	13.0 **	15.0 ***	14.0 ***

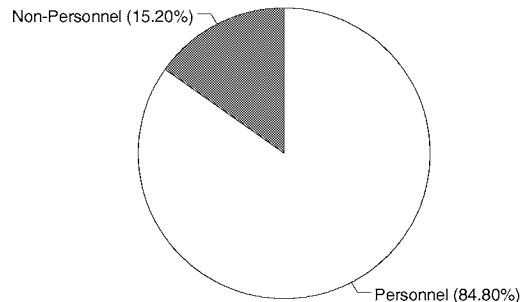
* In FY 2005, the Approved budget was amended to reflect the transfer of \$30,000 from the Non-Departmental budget for Board of Equalization expenses and \$14,000 from the Information Technology Services Department for CAMA system maintenance.

** Reflects the conversion of a part-time Account Clerk III to full-time.

*** The FY 2006 Approved budget includes approved supplemental funding for the addition of a Supervisory Real Estate Appraiser position (\$73,536) to assist with the valuation of commercial property. The FY 2006 Approved budget does not include supplemental funding for a Management Analyst II position and \$10,000 in related equipment that was reflected in the Proposed budget.

REAL ESTATE ASSESSMENTS

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 proposed personnel increased by \$159,870, or 16.9 percent. This increase is attributable to the cost of employee merit adjustments and to other supplemental budget requests described below. This increase is offset by the application of a vacancy factor of 3.0 percent, or \$30,497.
- Non-Personnel - FY 2006 increase in non-personnel is \$55,220, or 44.2 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Maintenance agreement costs associated with the purchase of a new Computer Assisted Mass Appraisal System (CAMA) \$37,480
- Increase in motor pool usage \$800

City Council Approved

- The Approved FY 2006 General Fund budget for the Department of Real Estate Assessments reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- The Approved FY 2006 General Fund budget for this department reflects City Manager recommended and City Council approved changes suggested in Budget Memo #48. As a result of these changes, supplemental funding for a Management Analyst II position is not included in the FY 2006 Approved budget.

REAL ESTATE ASSESSMENTS

Supplemental Budget Requests

Approved

- Digital Cameras & Printers \$5,000
The new CAMA system will allow the Real Estate Department to import digital photographs and view specific properties for valuation purposes and assessment review and appeal. This request will purchase eight digital cameras for appraisal staff and a network printer for the Real Estate Assessments office.

- Supervisory Real Estate Appraiser (1 FTE) \$73,536
The recent major increases in the real estate tax base and the number of parcels requires additional senior staff to more accurately and uniformly assess all real estate as prescribed by VA Code. In addition to serving as a commercial appraiser, this position would supervise the commercial and residential staff appraisers to ensure the timely completion of all real property assessment programs, including the inspection of building permits, sales verifications and new construction. By adding this position the City would have a comparable ratio with neighboring jurisdictions of approximately 5,100 parcels per appraiser.

- Temporary Services for the Board of Equalization \$28,466
This request will fund a 30 hour per week temporary services position to assume the duties of Board of Equalization Secretary and Assistant Records Specialist. During six months of the year, this temporary help will serve the Board of Equalization as Recording Secretary. During the other six months of the year, the help will track deed transfers, create property records and maintain all property files for taxable and tax exempt properties.

- Training & Telecommunications \$1,980
The professional staff turnover rate in the last 5 years for the Real Estate Department has been above 80 percent, resulting in an increased need for education and training funds to certify and license all appraisers. This request will allow the Department to keep its assessments closer to market value as well as to maintain credibility with property owners in the City, outside legal counsel, the courts, elected officials and the Virginia Department of Taxation. This supplemental will also provide funds to purchase cellular phones for appraisal staff. Due to the increase in new construction and renovation, appraisal staff must travel to sites more frequently to inspect properties. Cellular phones will make it easier for staff to maintain contact with citizens, developers and the Real Estate office while working in the field.

Not Approved

- Management Analyst II (1 FTE) \$68,296
This position was initially recommended in the City Manager's Proposed budget but the Approved budget reflects the City Manager's recommended deletion of this position via Budget Memo #48 and City Council's concurrence of this recommendation.

REAL ESTATE ASSESSMENTS

Expenditure Reductions

- Efficiencies - The vacancy factor was increased from 2.0 percent to 3.0 which produced a \$10,279 savings.

DEPARTMENT DETAIL

The Department of Real Estate Assessments annually provides estimates, for assessment purposes, of the fair market value of all real property within the City, except that owned by public service corporations. Public service corporation assessments are provided by the State Corporation Commission and the Virginia Department of Taxation. The Department notifies property owners of any changes in assessed values and helps property owners to understand the nature of the assessment change, the reasons for the change and the avenues available for administrative review and appeal. There are three levels of appeal: first, to the Department of Real Estate Assessments; second, to the Board of Equalization and Assessment Review; and third, to the Circuit Court of Alexandria. In Calendar Year (CY) 2004, the Department assessed 39,854 parcels and processed 714 administrative reviews.

INDICATORS AND MEASURES

OBJECTIVE: [Real Estate Assessments] To annually assess every parcel of real estate within the City at 100 percent of its estimated fair market value and to notify property owners of the results of the assessments.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Number of assessable parcels - residential*	35,864	36,116	36,629	38,000	40,000
Number of assessable parcels - commercial/ industrial*	<u>3,431</u>	<u>3,312</u>	<u>3,225</u>	<u>3,200</u>	<u>3,150</u>
Number of assessable parcels - total	39,295	39,428	39,854	41,200	43,150
Assessment/Sales Ratio**	74.9%	75.0%	78.0%	82.0%	85.0%
Number of assessable parcels per appraiser	5,580	5,633	5,750	5,886	5,100

* The number of parcels fluctuates due to subdividing, consolidating and reclassifying parcels.

** Calendar year 2002 data are based on Virginia Department of Taxation published 2002 figures and vary from previously published budget documents. The 2003 through 2005 data are based on locally compiled information. The ratio will tend to decrease when real estate markets are appreciating quickly and increase as market appreciation begins to slow.

The Department of Real Estate Assessments also provides information to the Board of Equalization and Assessment Review and assists the City Attorney in the preparation of court cases involving real estate assessments. The Board of Equalization and Assessment Review is a five member board that has the authority to adjust real property assessments. Three members are appointed by the Circuit Court and two members are appointed by City Council. In CY 2004, the Board heard 480 appeals. The number of appeals filed with the Board represented 1.2 percent of the 39,854 locally assessed properties in the City for CY 2004.

REAL ESTATE ASSESSMENTS

DEPARTMENT DETAIL

The website for Real Estate Assessments is consistently the most visited areas of the City's web site. This system provides assessed values and other real estate assessment information from the official assessment records database for all properties in the City of Alexandria. In CY 2004, features on this site were substantially enhanced. Residents are able to access the assessment information under City Services on the City's web site at alexandriava.gov/realestate.

INDICATORS AND MEASURES

OBJECTIVE: [Board of Equalization & Assessment Review] To assist property owners with understanding assessments; to provide avenues for appeal through this Department, the Board of Equalization and the Courts; and to assist the Board of Equalization and the City Attorney's Office with appeals.

	Actual CY 2002	Actual CY 2003	Actual CY 2004	Estimated CY 2005	Projected CY 2006
Number of appeals to Department*	439	664	714	750	750
Number of appeals to the Board of Equalization**	127	267	480	400	450
Percentage of assessment appeals upheld by Department of Real Estate Assessments	56 %	55 %	58 %	55 %	60 %
Percentage of assessment appeals upheld by Board of Equalization	38 %	42 %	58 %	45 %	60 %

* The number of reviews to the Department fluctuates depending on the year-to-year changes in the assessments and how an individual owner perceives changes in the market value of his or her property.

** The number of appeals to the Board of Equalization may exceed the number of Departmental appeals because appellants can bypass the Departmental appeal process and appeal directly to the Board of Equalization.

Operating Agencies

PUBLIC SAFETY

Fire
Police

HEALTH AND WELFARE

Alexandria Health Department
Community Partnership, Youth, and Children's Funds
Human Services
Mental Health, Mental Retardation and Substance Abuse
Other Health Activities

COMMUNITY DEVELOPMENT

Housing
Economic Development Activities
Planning and Zoning

PARKS, RECREATION & CULTURAL

Historic Alexandria
Library
Other Recreation Activities
Recreation, Parks and Cultural Activities

PUBLIC WORKS

Transit Subsidies
Transportation and Environmental Services

FIRE

900 Second Street • Alexandria, VA 22314 • 703.838.4007
Gary A. Mesaris, Chief • gary.mesaris@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: The Alexandria Fire Department is dedicated to enhancing the quality of life for Alexandria residents and visitors to the City through fire prevention, education, and community involvement; to delivering responsive and caring emergency services; mitigating emergencies and disasters; preventing the loss of life and protecting property; and enforcing applicable construction, fire and building maintenance codes and ordinances.

OBJECTIVES:

- To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations;
- To provide timely and efficient responses to emergency medical incidents;
- To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible;
- To enforce the Virginia Uniform Statewide Building Code, conduct inspections of new construction and renovation work within existing structures, perform structural and electrical assessments of structures subjected to fires or natural disasters; conduct inspections of certificates of occupancy;
- To enforce violations of the Virginia Uniform Statewide Building Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect existing structures, conduct Residential Rental Permit Inspections; conduct inspections for elimination of rodent and insect infestation; respond to complaints from residents within 48 hours; investigate complaints from other City agencies through "All Eyes" program; respond to complaint calls to the 24 hour hotline for nuisance activities; inspect trash trucks and dumpsters; inspect in-home and State day care facilities;
- To enforce violations of the Virginia Uniform Statewide Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect commercial and residential structures; conduct hazardous materials permit inspections; investigate fires; threats to burn, bombings and environmental crime incidents within the City of Alexandria; conduct public fire safety education programs;
- To conduct inspections, testing and maintenance oversight of existing and new fire protection systems; inspect new and existing structures for compliance with provisions of the Virginia Uniform Statewide Building Code and Virginia Statewide Fire Prevention Code; conduct proactive inspections of fire protection systems; and provide technical assistance to property owners and managers relating to fire protection systems and risk assessment of related hazards compared against provided levels of fire protection;
- To educate more vulnerable populations on fire and life safety issues and to inform Alexandria residents and businesses on how to prepare for an emergency;
- To prepare the City's departments for emergencies, to ensure the City's plans and procedures are known and practiced, and to manage the federal and State funds for emergency management issues;

FIRE

OBJECTIVES, continued

- To conduct training/recertification classes for the Fire Department related to emergency medical services, fire suppression, fire management and hazardous materials;
- To provide both preventative maintenance and corrective maintenance to the Fire Department fleet of 27 specialized apparatus, 71 light/medium duty vehicles and extrication/rescue equipment, including 27 generators, 4 specialized trailers and 3 water craft.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 AMENDED /1	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	25,976,589	26,890,980	27,952,044	28,829,312
NON-PERSONNEL	4,160,306	4,123,679	4,073,917	4,093,917
CAPITAL GOODS OUTLAY	<u>667,201</u>	<u>787,972</u>	<u>359,652</u>	<u>359,652</u>
TOTAL EXPENDITURES	<u>30,804,096</u>	<u>31,802,631</u>	<u>32,385,613</u>	<u>33,282,881</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	1,479,488	932,194	972,950	972,950
INTERNAL SERVICES	<u>0</u>	<u>723,322</u>	<u>305,500</u>	<u>305,500</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,479,488</u>	<u>1,655,516</u>	<u>1,278,450</u>	<u>1,278,450</u>
GENERAL FUND	<u>29,324,608</u>	<u>30,147,115</u>	<u>31,107,163</u>	<u>32,004,431</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 6.2%

FULL-TIME POSITIONS	287	293 *	296 ***	296 ***
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5	0.5
AUTHORIZED OVERHIRES (FULL-TIME)	10	15 **	14 ****	14 ****
TOTAL AUTHORIZED POSITIONS	297.5	308.5	310.5	310.5

/1 FY 2005 Budget was Amended to show the receipt of \$424,717 from the Virginia Department of Emergency Management for the State Homeland Security Grant. This grant was approved by City Council on November 9, 2004, item number 14.

* Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) providers to staff each of the City's five medic units more frequently; the addition of one Information Technology Coordinator position to maintain, support and integrate information technology that is currently in use at the Fire Department; and the addition of one Mechanical/Plumbing Engineer in Code Enforcement to help improve the turn around times of plumbing and mechanical plan reviews.

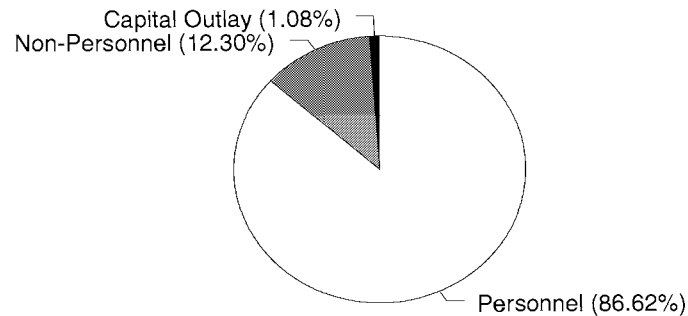
** Reflects the addition of three revenue funded overhire positions (two inspectors and one Plans Examiner) to staff a field office in the Carlyle/Eisenhower area to handle proposed development; and the addition of two revenue funded overhire inspector positions to staff a field office at T.C. Williams High School to handle the construction of the new high school.

*** Reflects the addition of one Deputy Fire Marshal position to staff the Fire Prevention Section in Code Enforcement as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels; the addition of one Records Manager position in Code Enforcement to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau; and the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.

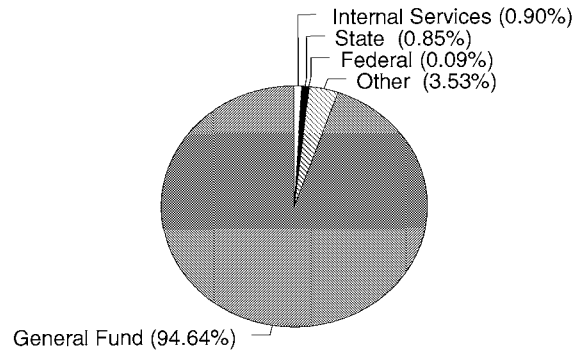
**** Reflects the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.

FIRE

FY 2006 Approved Expenditures By Type



FY 2006 Approved Expenditures By Fund



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$1,061,064, or 3.9 percent. This increase is attributable to the cost of employee merit adjustments and adjustments to maintain current services and policies, and due to supplemental budget requests described below.
- Non-Personnel - FY 2006 proposed decrease in non-personnel is \$49,762, or 1.2 percent. For details on this decrease please see adjustments to maintain current services and policies and/or supplemental budget requests described below.

FIRE

Adjustments to Maintain Current Services and Policies

- Building Maintenance (\$20,000)
- Mobility Equipment Replacement Fund (\$152,760)
- Fuel Costs (\$29,830)
- Software/Hardware Maintenance Costs (\$27,735)
- EOC Telephone Service (\$12,000)
- Professional Health Services (\$11,500)
- Leased Space for Fire Marshals (\$55,157)
- Equipment Replacement (software upgrades) (\$11,778)
- Additional Code Enforcement Overtime Costs (\$36,497)
- Purchase of 2003 Edition of Code Books (\$16,606)
- Standby Pay for Deputy Fire Marshals (\$19,806)

City Council Approved

- The Approved FY 2006 General Fund budget for the Fire Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share costs increases. The FY 2006 Approved budget also includes a new "P" step salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- The Fire Department FY 2006 Approved budget has been adjusted to reflect the addition of \$20,000 to continue the "Be Ready Alexandria!" Campaign via the Add/Delete process.
- As recommended by the City Manager and approved by the City Council per Budget Memo #48, a total of \$3.0 million has been designated in Fund Balance for any possible changes in compensation for sworn public safety (Police, Fire and Sheriff) employees that will be studied and presented to City Council for consideration during FY 2006.

Supplemental Budget Requests

Approved

- Emergency Medical Services (EMS) Field Supervisors \$28,000

This supplemental request will provide for the upgrade of four Emergency Rescue Technician (ERT) II positions to unit supervisors to create a second EMS Supervisor on all four shifts. There are currently five supervisors, one per each of the four shifts (a ratio of 1 supervisor for every 13 field personnel) and one assigned to the training academy. The current EMS Shift Supervisor is responsible for, among other duties, responding to critical calls, staffing the shift, supervising medics, conducting training and meeting equipment needs. Each shift supervisor is responsible for supervising anywhere from 12-15 medics per shift.

FIRE

Supplemental Budget Requests, continued

Approved, continued

- Fire Marshal Retirement Funding \$25,000

This supplemental request will provide funding to include the fire marshals in the ERT/Sheriff supplemental retirement plan and provide annual funding to maintain fire marshals in the plan thereafter. Because the job duties, responsibilities and hazards of a fire marshal are the same or similar in nature to any other public safety officer, Council decided in FY 2004 to include the fire marshals in the supplemental retirement plan administered for Sheriff and ERT employees.

- Special Projects Coordinator \$0

This supplemental budget request will provide for the conversion of the overhire Architect position to a permanent Special Projects Coordinator position. The overhire Architect position was transferred to Code Enforcement from Planning and Zoning two years ago to serve at the PTO field office. With development starting to accelerate in the Eisenhower/Carlyle area and the anticipated development in Potomac Yard it is necessary to convert this position to a permanent Special Projects Coordinator to facilitate these projects.

- Conversion of Leased Vehicle to Owned \$13,152

This supplemental budget request will provide for the conversion of a leased vehicle to a vehicle purchased and owned by the City. The lease for the vehicle currently assigned to the Director of Code Enforcement will expire at the end of FY 2005. In lieu of entering into a new long term lease, which is more costly, this request is to purchase a new vehicle. Requested funding represents the difference between what is budgeted for the lease payment annually and the cost to purchase the vehicle outright.

- Additional Fire Marshal Staffing \$98,991

This supplemental request will provide for the addition of one Deputy Fire Marshal and the upgrade of three Code Enforcement Inspectors to Deputy Fire Marshal positions to staff the Fire Prevention Section as part of a reorganization plan aimed at improving customer service by providing adequate day time staffing levels. There are currently six Deputy Fire Marshals assigned to the Fire Prevention Section. Four Deputy Fire Marshals are assigned to rotating shift work to provide coverage 24 hours per day, seven days per week. Two Deputy Fire Marshals are assigned to day work (Mon-Fri). Investigations are assigned to either a day work fire marshal or shift work fire marshal, depending on availability and location to the incident. This supplemental will improve supervision and performance of this important activity.

FIRE

Supplemental Budget Requests, continued

Recommended, continued

- Records Manager \$36,241

This supplemental request will provide for a Records Manager position to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau. The records manager will process requests for records and files, maintain the paper and digital filing systems and oversee backlog file conversion of records stored in the City's Records Center since 1990.

- Incentive Pay for Marine Operations Team (MOT) \$52,156

This supplemental request will provide pay for the MOT personnel in the amount of 3 percent of the base salary for those performing these duties. There are 25 personnel who directly respond to water based incidents, who have specialized training and certifications and the responsibility to keep their certifications current through training. MOT members are currently not compensated for maintaining these certifications and serving on the team. Compensating MOT members for tasks performed would allow the department to better retain the services of those trained.

Not Approved

- Fiscal Analyst (\$53,118)
- Emergency Communications Technicians (\$242,916)
- Incentive Pay for Station Commanders (\$20,262)
- Vehicle for Code Enforcement Deputy Director (\$23,869)

Other Issues

- Funding and staffing required for the establishment of a field office to handle proposed development at Potomac Yard will be determined as projects in that area come on line in FY 2006. Expenditures related to this field office will be fully funded from fees charged to the developers.

FY 2007 Supplemental Budget Requests

The Fire Department is part of a pilot program to examine a two-year operating budget submission. (The General Services Department is also part of this pilot.) Discretionary supplemental requests for FY 2007 are listed below. City Council is not required to take any formal action at this time.

FIRE

FY 2007 Supplemental Budget Requests, continued

Planned to be Recommended (FY 2007)

- Four Additional Emergency Response Technicians (ERTs) \$218,968

This supplemental request will provide for four additional ERT supervisors to ensure that two ALS trained providers can be staffed on each City medic unit 24 hours per day, 7 days per week. Currently, the City staffs two or three of the five medic units with only one ALS provider and the other crew member being an EMT-B firefighter.

- Community Emergency Response Team (CERT) Volunteers:
Background and Psychological Screening \$96,000

This supplemental budget request will provide for background and psychological screening for CERT volunteers. Since this program has volunteers working hand-in-hand with first responders, it is necessary to screen the backgrounds and perform a psychological evaluation on these volunteers. Currently the Department has 120 members and 120 graduates for the coming year. The Department would like to train approximately 120 additional CERT members annually.

- Additional Supervisor for the New Construction Section
(Code Enforcement) \$121,521

This supplemental will provide for an additional supervisor in the New Construction Section. The increased number of supervisors will permit managerial projects and duties to be divided evenly between the two supervisors in order to effectively deal with each issue in a timely and efficient manner.

- Two Additional Fire Protection System Specialists (FPSS) \$0

This supplemental will fund two additional Fire Protection System Specialists (FPSS) to staff an additional FPSS team as part of the Fire Protection Systems Unit's expansion. The addition of one two man team will increase the number of system inspections per year by one-third resulting in improved fire protection systems oversight, service delivery, inventory management and follow-up when systems are found to be non-compliant. This is a fee recovery program and funding for this measure will come from the inspection and test fees charged to the property owners or their representatives.

- One Additional Vehicle for Code Enforcement \$24,000

This supplemental would provide one additional vehicle for Code Enforcement to replace one that would be upgraded in FY 2006 to support the reorganization of the Fire Prevention Section.

FIRE

Expenditure Reductions

- Efficiencies - the budget was reduced by a total of \$116,039 in efficiency reductions including:
 - Fire Training (\$4,024)
 - Overtime in Fire Suppression (\$25,000)
 - Operating Supplies (\$3,707)
 - Overtime in Code Enforcement (\$50,053)
 - Professional Services (\$14,100)
 - Equipment Maintenance (FIRELINE) (\$3,753)
 - Telecommunications (\$15,402)
- Marginal Service Reductions - in addition to the efficiency reductions mentioned above, a total of \$12,188 in marginal service reductions are approved and include the following:
 - Building Maintenance (\$6,983) - The Fire Department proposes that no building improvements will be undertaken at the Fire Department's Fleet Services Building during FY 2006 as a marginal service reduction.
 - Defer the Purchase of Brochures for Public Education (\$5,205) - The Fire Department proposes deferring the purchase of brochures and material for the Fire Department's public education program.

The Administrative Services/Office of the Chief oversees the operations of the City's Fire Department, which is responsible for the prevention and suppression of fires, the provision of emergency medical services, and the enforcement of all fire prevention and building codes. The Department maintains eight fire stations and five medic units that provide 24-hour fire and emergency medical services. In addition, the Fire Suppression Division conducts routine building inspections to check for code compliance and possible fire hazards, and each fire station provides information to the public regarding fire safety by providing community outreach activities and by hosting an open house during Fire Prevention Week.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Administrative Services/Office of the Chief				
General Fund Expenditures	1,765,257	1,765,136	1,871,532	1,902,687
FULL TIME STAFFING	12	11 *	11	11
* Reflects the transfer of the Customer Support Engineer III to the department's new Information Technology Division.				

FIRE

DETAIL BY DIVISION

The Fire/Emergency Services Division provides 24-hour emergency fire and medical services to citizens and visitors in the City of Alexandria. Fire inspections of commercial structures are carried out annually by 11 fire companies. Specialty teams are trained to provide advanced services on Technical Rescue, Hazardous Materials (HAZMAT), and Marine Operations Team (MOT) emergency calls. The ability to provide these advanced services was further enhanced in FY 2004 by the acquisition of a new state-of-the-art hazardous materials response vehicle for the City's HAZMAT team; a new vehicle for the City's Technical Rescue Team that will transport the equipment required to rescue and extricate victims; and a new aerial ladder truck for fire suppression designed to be on first response status for incidents at the Pentagon by being sized to fit under the Pentagon's road overpass. These specialized vehicles were funded by federal monies through the Office of Justice Programs' Local Emergency Preparedness (Byrne) grant awarded to the City in July, 2003.

Monies received through the Local Emergency Preparedness Grant have also funded the purchase of additional portable radios; protective equipment, clothing and gear including air tanks, gas masks, gloves, boots, filters and back-up turn-out gear; monitoring equipment which can quickly determine numerous chemical and biological agents; as well as advanced HAZMAT training. The grant also provided for the purchase of equipment for the City's Emergency Operations Center (EOC), as well as mobile data terminals (MDT) that will be installed in all fire engines, hazardous materials, technical rescue and medic vehicles. The MDTs will provide critical information on building pre-plans, chemical data sheets for hazardous materials, street maps and other data.

The department also administers a Water Rescue Program, initiated in July 1997, with the acquisition of two inflatable rubber boats that were purchased with grant monies, to enhance the Fire Department's ability to make water rescues in an appropriate and safe manner. This program was further enhanced by the acquisition of a 30 foot aluminum rescue boat with a fire pump, also purchased with grant monies, that will be permanently docked at the Torpedo Factory waterfront. This boat will replace the government surplus 23 foot hard bottom boat that was purchased with grant monies in FY 2000.

Waterfront fire protection will be further enhanced by the installation of a dry pipe system at the Torpedo Factory Waterfront to allow for a more effective means of combating a fire should it occur in the dock area. The waterfront fire suppression system, scheduled for completion in the Fall of 2003, has been delayed by damage to the dock as a result of Hurricane Isabel (September, 2003). A date for completion of the suppression system is unknown at this time until the damaged dock can be repaired.

Since 1995, the Fire Department has equipped eight fire engines and three ladder trucks with automatic external defibrillators (AED), which allows Firefighters to provide rapid treatment to victims threatened with sudden death due to heart attacks or cardiac arrest. Equipping fire apparatus with defibrillators was approved due to the high number of calls made to the department regarding cardiac emergencies, and the fact that due to proximity, a fire company may arrive at an emergency incident before one of the City's five medic units. Time is of the essence in treating persons with cardiac emergencies.

FIRE

DETAIL BY DIVISION

	ACTUAL	AMENDED	PROPOSED	APPROVED
DIVISION: Fire/Emergency Services	FY 2004	FY 2005	FY 2006	FY 2006
General Fund Expenditures	14,676,587	14,399,900	14,358,496	14,706,000
FULL-TIME STAFFING	142	142	142	142

INDICATORS AND MEASURES

OBJECTIVE: [Emergency Fire Services] To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Fire incidents requiring emergency response*	5,939	5,586	6,256	5,700	5,900
Average number of vehicles responding per incident**	3.5	3.5	3.5	3.5	3.5
Average time spent at scene of incident (minutes)	29.0	21.3	21.6	21.0	21.0
Number of structure fires\1	206	245	242	260	255
Average response time to arrive at scene (minutes)	4.22	4.26	4.24	4.25	4.25

* Data in FY 2002 and FY 2003 reflect an increase in calls for HAZMAT and terrorism threats following September 11, 2001; Data in FY 2004 reflects an increase in call volume due to Hurricane Isabel in September, 2003.

** Data include fire apparatus and medic units.

\1 Increases in FY 2002 and beyond reflects new National Fire Incident Reporting System standards for structural fires. Data has been revised from previously published budget documents.

OBJECTIVE: [Emergency Fire Services] To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations.

	Actual FY 2002	Actual FY 2003	Actual FY 2004 *	Estimated FY 2005	Projected FY 2006
Number of Fire Apparatus Responding To Fire Incidents	14,108	14,348	15,696	14,700	14,800
Number of Fire Apparatus Responding To EMS Incidents	7,614	7,845	8,073	8,180	8,200
TOTAL RESPONSES BY FIREFIGHTERS	21,722	22,193	23,769	22,880	23,000

* Data in FY 2004 reflects an increase in call volume due to Hurricane Isabel in September, 2003.

The Emergency Medical Services (EMS) Division responds to over 11,000 medical emergency calls per fiscal year. The EMS Division offers instruction in basic first aid and cardiopulmonary resuscitation (CPR) to groups of residents. In addition, the Fire Department manages the Life Safety Alert Program in conjunction with the Alexandria Agency on Aging and Adult Services. Under this program, the City provides a small transmitter to persons at risk of experiencing a medical emergency because of age or a chronic medical condition. When activated, the transmitter sends a signal directly to the Fire Department. As of December 2004, 129 units were in use, with 73 provided to low-income individuals free of charge. Since the program's inception in November 1989, the Fire Department has responded to 745 Life Safety Alert alarms. Five new Life Safety Alert units were approved in FY 2001, following a matching grant request totaling \$2,000 from the Community Foundation of Alexandria, a non-profit organization in the City. A grant-match of \$2,000 was provided by the EMS Two-For-Life grant. This increased the total number of Life Safety Alert units to 129.

FIRE

DETAIL BY DIVISION

	ACTUAL	AMENDED	PROPOSED	APPROVED
<u>DIVISION:</u> Emergency Medical Services (EMS)	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2006</u>
General Fund Expenditures	5,090,954	5,348,414	5,469,066	5,592,737
<u>FULL-TIME STAFFING</u>	53	57 *	57	57
* Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) Providers to staff each of the City's five medic units more frequently than the 85 percent rate now achieved instead of having one ALS provider and one BLS provider.				

INDICATORS AND MEASURES

OBJECTIVE: [Emergency Medical Services] To provide timely and efficient responses to emergency medical incidents.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Calls requiring EMS response (incidents)*	11,662	12,025	12,434	12,535	12,535
Average number of vehicles responding per incident**	1.8	1.8	1.9	1.9	1.9
Total cardiac arrest patients resuscitated***	10	6	7	7	7
Percentage of calls for Advanced Life Support Service	59 %	61 %	62 %	63 %	64 %

* Responses to incidents will always include one medic unit and may (or may not) include fire apparatus.

** Data include medic units and fire apparatus responding to EMS incidents.

*** Data from the EMS quality assurance process shows that a high number of patients are receiving the most advanced procedure performed by Alexandria paramedics, and as a result, the number of patients whose condition deteriorates to cardiac arrest is decreasing. Many, if not all, of the patients who receive this highly advanced care would have suffered cardiac arrest and possibly death if advanced procedures had not been done by the paramedic in the field.

OBJECTIVE: [Emergency Medical Services] To provide timely and efficient responses to emergency medical incidents.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of Medic Units (EMS) Responding To EMS Incidents	12,243	12,353	12,876	12,394	12,650
Number of Medic Units (EMS) Responding To Fire Incidents	<u>1,186</u>	<u>1,168</u>	<u>1,365</u>	<u>1,210</u>	<u>1,228</u>
TOTAL RESPONSES BY EMS	13,429	13,521	14,241	13,604	13,878

Fire Communications provides emergency and non-emergency communications to all Fire and EMS personnel in the City. This division also provides E-911 service for residents, dispatching EMS and Fire apparatus to handle approximately 18,000 emergency calls annually. In CY 2000, Fire Communications completed the major implementation of the Computer-Aided Dispatch (CAD) System. The division is now integrating the new system with GIS mapping and automatic vehicle locators (AVL), which should further reduce the response time of emergency personnel and apparatus to emergency incidents.

FIRE

DETAIL BY DIVISION

<u>DIVISION:</u> Fire Communications	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	1,672,519	1,535,067	1,536,326	1,561,829
<u>FULL-TIME STAFFING</u>	14	13 *	13	13
* Reflects the transfer of one Customer Service Specialist to the new Information Technology Division.				

INDICATORS AND MEASURES

OBJECTIVE: [Communications] To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible.

	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Actual</u> <u>FY 2004</u>	<u>Estimated</u> <u>FY 2005</u>	<u>Projected</u> <u>FY 2006</u>
Total incidents dispatched*	17,601	17,928	18,690	18,572	18,794
Average time, in minutes, from receipt of call to dispatch	0.9	0.9	0.9	0.9	0.9

* Data may include calls dispatched that are canceled shortly thereafter. Data in FY 2004 reflects an increase in call volume as a result of Hurricane Isabel in September 2003.

The new Information Technology (IT) Division provides technical support for all operational sections of the Fire Department, including Administration, Fire Suppression, Emergency Medical Services (EMS), Communications, Training, Fire Maintenance and Emergency Management. The sections are located in twelve different locations throughout the City, adding the complexity and technology needed to meet the many diverse needs of the Fire Department. The IT Division also develops the databases and maintains the Records Management System (RMS) used to record all emergency activity in the department; maintains the 24-hour a day, 7 day a week Computer-Aided Dispatch (CAD) System; installs and maintains tactical mobile computer hardware; supports over 100 personal computers and associated software; provides computer training; provides management reports, State reports, federal reports; and supports complex staffing and payroll software applications used by the Administration Division. IT staff also ensure that state-of-the-art technology is available in all sections of the department and work with their counter parts in the region to enhance the ability of the department to share emergency resources under the existing regional agreements.

<u>DIVISION:</u> Information Technology	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures*	N/A	374,082	393,043	399,197
<u>FULL-TIME STAFFING</u>	0	3	3	3
* This is a new division fully funded in FY 2005, therefore no data is available prior to FY 2005; reflects the transfer of one Network Engineer from Communications and one Customer Service Specialist from Administration; and the addition of one Information Technology Coordinator.				

FIRE

DETAIL BY DIVISION

The new Office of Emergency Management (OEM), established in FY 2004, coordinates preparedness, prevention, mitigation, response, and recovery activities to ensure the City is capable of dealing with natural, accidental and man-made emergencies. In addition to working with federal, State and other local organizations, the Office conducts and coordinates training courses and simulations and provides a complete fire prevention and education program for school-age children, senior citizens, businesses and City residents. These programs include the Risk Watch Program, Community Emergency Response Team (CERT), Pee Wee Academy and the Citizens Fire Academy.

	ACTUAL FY 2004	AMENDED FY 2005 \1	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Office of Emergency Management				
General Fund Expenditures	315,737	518,770	502,187	533,279
FULL-TIME STAFFING	5	5	5	5
\1 Reflects full year funding of the Office of Emergency Management.				

INDICATORS AND MEASURES

OBJECTIVE: [Emergency Management - Fire Public Education] To educate more vulnerable populations on fire and life safety issues and to inform Alexandria residents and businesses on how to prepare for an emergency.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of Elementary School children reached	4,466	3,825	3,850	3,850	3,850
Percentage of total Elementary School children reached	44.7 %	55.0 %	56.0 %	56.0 %	56.0 %
Number of senior citizens in Senior Safety Classes	265	205	205	205	205
Percentage of total senior citizens reached	2.3 %	8.5 %	9.6 %	9.6 %	9.6 %
Number of businesses and residents reached with Emergency Preparedness materials*	n/a	n/a	n/a	58,400	73,000
Percentage Population	n/a	n/a	n/a	80.0 %	100.0 %
Number of Public Forums on Emergency Preparedness*	n/a	n/a	n/a	1	2
Number of citizens trained in CERT per year*	n/a	n/a	125	120	120

* OEM was established in FY 2004. This is a new measure, no data is available prior to FY 2005.

FIRE

DETAIL BY DIVISION

INDICATORS AND MEASURES

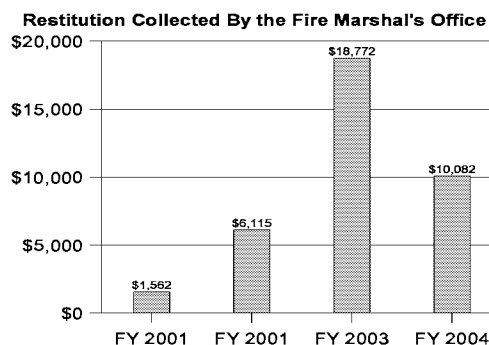
OBJECTIVE: [Emergency Management] To prepare the City's departments for emergencies, to ensure the City's plans and procedures are known and practiced, and to manage the federal and State funds for emergency management issues.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Review of City's Emergency Operations Plans	n/a	n/a	n/a	1	1
Deliver or participate in emergency exercises	n/a	n/a	n/a	4	6
Review City Department's Emergency Plans	n/a	n/a	n/a	10	20
Develop, implement and update regional mitigation plans	n/a	n/a	n/a	1	1
Applications for emergency management plans	n/a	n/a	n/a	2	5

* OEM was established in FY 2004. These are new measures, no data is available prior to FY 2005

The Code Enforcement Bureau responds to requests for assistance from citizens and customers for plan review and inspections for new construction through the enforcement of the Virginia Uniform Statewide Building Code and the Statewide Fire Prevention Code, which includes controlling construction standards and monitoring building, mechanical, plumbing and electrical work in the City to protect the health and safety of the public. In addition, Code Enforcement responds to property maintenance issues for existing structures, enforces federal, State and City disability access and energy conservation standards, and offers a complete fire prevention and education program for school-age children, senior citizens, workers and City residents.

In FY 2002, the City's Fire Marshals were granted full Police powers which entitles them to enforce all provisions of the City Code. Consequently, a number of arrests have been made for persons violating various provisions of applicable City Code. The vast majority of these offenses have been for individuals or contractors committing violations while working in the public right-of-way or individuals committing environmental offenses. While working with the Commonwealth Attorney's Office, most offenders have been willing to make restitution to the City and the Fire Department for the services rendered by responding to these incidents rather than have an arrest record. The graph reflects the cost recovery as a result of this cooperative adjudication. The Fire Department deposits these monies into the City's General Fund.



FIRE

DETAIL BY DIVISION

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Code Enforcement				
General Fund Expenditures	4,754,220	5,108,643	5,840,941	6,155,164
<u>FULL-TIME STAFFING</u>	54	55 *	58 **	58 **
<p>* Reflects the addition of one Mechanical/Plumbing Engineer to help alleviate the slow turn around of plumbing and mechanical plan reviews.</p> <p>** Reflects the addition of one Deputy Fire Marshal positions to staff the Fire Prevention Section as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels; the addition of one Records Manager position to handle crucial filing requirements and digitizing of filed documents in order to properly manage Codes and records stored at the Code Enforcement Bureau; and the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - New Construction] Enforcement of the Virginia Uniform Statewide Building Code; conduct inspections of new construction and renovation work within existing structures; perform structural and electrical assessments of structures subjected to fires or natural disasters; conduct inspections for issuance of certificates of occupancy.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006 ***
New construction permits issued*	19,218	12,737	15,021	18,925	23,088
Inspections of new construction performed**	48,685	36,383	34,027	47,923	58,466
Percent of inspections performed on day requested	95 %	95 %	95 %	95 %	95 %
Total value of new construction (\$ millions)	\$847.0	\$354.0	\$364.0	\$553.0	\$603.0

- * Data include permits issued for alterations and repairs, plumbing and mechanical permits, and other construction activity.
- ** Reflects a significant number of construction projects that were underway in FY 2002, many of which were multi-family dwellings which require multiple inspections per unit.
- *** In FY 2006, there will be a continuation of the increase in multi-family new construction inspections which began in FY 2005. Several large multi-family projects are expected to be in the final stages of construction. Construction in Eisenhower East and Carlyle is estimated to add another 22 percent to FY 2005 projected construction activity.

FIRE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - New Construction] To serve Alexandria citizens and the development community by reviewing plans in a timely fashion.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of "take-in" plans reviewed annually*	6,612	5,794	6,832	6,935	7,037
Plan review turnaround time (large commercial project) in days	22	27	28	22	20
Plan review turnaround time (residential or small commercial project) in days	20	25	26	19	15
Average number of "walk-in" customers per day**	210	220	220	220	220
Percent of customers served within 10 minutes of arriving at Code Enforcement front desk	80 %	85 %	90 %	85 %	85 %
Average number of non-residential "walk-through" plans per day***	7	8	6	7	10

* "Take-in" plans may involve the review of architectural, structural, mechanical, electrical, plumbing, accessibility, and fire protection systems. The degree of difficulty of the plans review is greater than for "walk-through" (see below) plans. "Take-in" plans may be for residential or non-residential construction.

** "Walk-in" customers are defined as those who appear in person at the Code Enforcement Bureau's front counter needing assistance. Individuals served over the telephone are not included in these figures.

*** A "walk-through" set of plans is defined as a set of plans for minor work that can be reviewed at the Code Enforcement front counter and for which a permit can be issued immediately. Typically, a small tenant space proposed for renovation, or minor residential addition, can be handled as a "walk-through."

OBJECTIVE: [Code Enforcement - Property Maintenance] Enforcement of the Virginia Uniform Statewide Building Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect existing structures; conduct Residential Rental Permit Inspections; conduct inspections for elimination of rodent and insect infestation; respond to complaints from citizens within 48 hours; investigate complaints from other City agencies through "All Eyes" program; respond to complaints calls to the 24 hour hotline for nuisance activities; inspect trash trucks and dumpsters; inspect in-home and State day care facilities.*

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006 **
Proactive Property Maintenance Inspections	19,936	17,180	16,760	19,885	17,610
Customer Requested Inspections	4,228	3,616	5,256	6,328	6,206
Residential Rental Permit Inspections	4,531	5,864	6,615	7,264	5,415
Violation Notices Issue	7,388	8,592	8,062	9,451	8,951
Towed Vehicles	277	336	245	372	282

* Data have been revised from previously published budget documents.

** In FY 2006, multi-family rental dwelling units completed in FY 2003 will be inspected on an annual basis in FY 2005 as part of the Residential Rental Permit (RRP) Program. Approximately 5,400 additional residential rental units will be added to the inspection program. In FY 2006, there is anticipation that the Commonwealth of Virginia will amend the authority of localities to regulate rental properties. Should that occur, the ability to conduct proactive inspections will be restricted and result in a decline in inspections conducted.

FIRE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - Fire Marshals] Enforce the Virginia Uniform Statewide Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect commercial and residential structures; conduct hazardous materials permit inspections; investigate fires; threats to burn, bombings and environmental crime incidents within the City of Alexandria; conduct public fire safety education programs.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Proactive Property Maintenance Inspections *	1,118	783	689	800	700
Fire Prevention Permit Inspections	2,516	1,569	1,543	1,635	2,000
Fire Protection Systems Inspections	694	229	192	150	90 **
Violation Notices Issued	6,168	4,947	5,049	6,989	6,500
Towed Vehicles	26	17	43	37	25
Parking Citations Issued	247	184	243	280	300

* In FY 2006, there is anticipation that the Commonwealth of Virginia will amend the authority of localities to regulate rental properties. Should that occur, the ability to conduct proactive inspections will be restricted and result in a decline in inspections conducted.

** In FY 2006, the Fire Marshals Unit's activity in Environmental Crimes will be in force. The level, complexity and time required to investigate, follow-up and bring cases to prosecution will require more time of existing staff. As a result, inspections activity for this unit will see a slight decline. To compensate for this decline, the Property Maintenance Unit will assume the responsibility of certain inspections normally reserved for fire marshals.

OBJECTIVE: [Code Enforcement - Systems Testing Unit] Conduct inspections, testing and maintenance oversight of existing and new fire protection systems; inspect new and existing structures for compliance with the provisions of the Virginia Uniform Statewide Building Code and Virginia Statewide Fire Prevention Code; conduct proactive inspections of fire protection systems; and provide technical assistance to property owners and managers relating to fire protection systems and risk assessment of related hazards compared against levels of fire protection.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006***
Plan Reviews*	n/a	888	1,221	850**	1,200
Inspections*	n/a	12,486	6,465	10,500	12,000

* The Systems Testing Unit was approved in the context of the FY 2003 budget process, therefore no data is available prior to FY 2003.

** Near the end of FY 2003 and through the first half of FY 2004, Code Enforcement experienced a high vacancy rate in the Plan Review and Engineering Sections. In order to deal with the vacancies, recruitment and training of new employees, plan review times were lengthened in order to provide proper plan review with existing and 3rd party contractors. Plan review times returned to previous time lines in the latter part of FY 2004 as staffing levels returned to normal.

*** In FY 2006, the Systems Testing Unit anticipates an increase in inspection activity as the Eisenhower East development approaches the final stages of construction.

The Fire Training Division is responsible for ensuring that the City's firefighters and paramedics are educated and trained to meet industry standards. Training must continue throughout the professional careers of all firefighters and paramedics as new techniques and tools are developed. The Training Division also educates residents to mitigate life-threatening emergencies.

FIRE

DETAIL BY DIVISION

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Fire Training				
General Fund Expenditures	320,578	401,095	400,915	410,777
<u>FULL-TIME STAFFING</u>	3	3	3	3

INDICATORS AND MEASURES

OBJECTIVE: [Training] To conduct training/recertification classes for the Fire Department related to emergency medical services, fire suppression, fire management and hazardous materials.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Training recertification classes per year	80	80	80	80	80
Percentage of participants passing	98 %	98 %	98 %	98 %	98 %
Percentage of firefighters certified as Haz Mat Specialists	33 %	38 %	29 % *	30 %	45 %
Percentage of Emergency Rescue Technicians (ERT) Certified at National Registry Level**	67 %	74 %	82 %	91 %	87 %

* The decrease in the number of HAZMAT Specialists (e.g. those with advanced training) is due to the projected rise, from 72 to 84, of HAZMAT trained personnel between FY 2003 and FY 2004. The percentage increases in FY 2005 as more HAZMAT trained personnel become HAZMAT specialists.

** The State does not require this certification; however it is the goal of the Fire Department to have all ERTs certified at this high level.

The Fire Maintenance Section performs preventive and corrective maintenance on Fire and EMS apparatus and equipment to ensure that firefighters and paramedics can respond quickly and effectively to emergency and non-emergency calls. In addition, the division is also responsible for the maintenance and repair of all Code Enforcement and Fire Marshal vehicles.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Fire Maintenance				
General Fund Expenditures	728,756	696,008	734,657	742,761
<u>FULL-TIME STAFFING</u>	4	4	4	4

INDICATORS AND MEASURES

OBJECTIVE: [Maintenance] To provide repairs and preventive maintenance to the Fire Department fleet of 27 specialized apparatus, 81 light/medium duty vehicles and extrication/rescue equipment, including 27 generators, 8 specialized trailers, and 3 watercraft.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Repair orders completed	686	828	804	800	780
Percentage of repairs completed same day	83 %	86 %	86 %	91 %	95 %
Repairs completed per mechanic	228	276	268	266	260
Repair Orders Completed Same Day	n/a**	715	692	730	740
Percentage of Repairs Completed Same Day	83 %	86 %	86 %	91 %	95 %

FIRE

Addendum Table 1
Estimated Value of Services Provided by the
Alexandria Volunteer Fire Department (FY 1993 - FY 2006)

<u>Fiscal Year</u>	<u>Hours Worked</u>	<u>Estimated Value</u>
1992	8,967	\$115,769
1993	13,556	179,403
1994	9,240	124,732
1995	7,565	105,183
1996	6,815	96,643
1997	4,606	66,633
1998	5,219	81,631
1999	4,854	77,440
2000	4,943	80,840
2001	4,994	83,993
2002	4,337	72,943
2003	4,241	74,690
2004	4,757	85,452

Note: Estimated value of services is based on the hourly rate at the starting salary for a Firefighter I at 2,912 hours per year plus fringe benefits.

Source: Alexandria Volunteer Fire Department, Inc., Annual Report, October 1996 to September 1997; and Fire Department statistical data, October 1998 through September 2004.

FIRE

Addendum Table 2
Fire Department Staffing, FY 2003 - FY 2005

	FY 2003 Actual	FY 2004 Actual	FY 2005 Amended	FY 2006 Proposed	FY 2006 Approved
Sworn Positions:					
Fire Chief	1	1	1	1	1
Deputy Fire Chief (Fire and EMS)	2	2	2	2	2
Battalion Chief	5	8 \c	8	8	8
Captain	25	25	25	25	25
Lieutenant	21	21	21	21	21
Firefighter	94	91 \c	91	91	91
Emergency Rescue Tech Supervisor	5	5	5	5	5
Emergency Rescue Tech	47	47	51 \e	51	51
Chief Fire Marshal	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL SWORN	201	201	205	205	205
Civilian Positions:					
Chief Deputy Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	8 \a	8	8	9 \g	9 \g
All Others	<u>74</u> \b	<u>77</u> \d	<u>79</u> \f	<u>81</u> \h	<u>81</u> \h
TOTAL CIVILIANS	83	86	88	91	91
TOTAL FIRE STAFF	<u>284</u>	<u>287</u>	<u>293</u>	<u>296</u>	<u>296</u>

\a Reflects the establishment of a Fire Marshal Aide to the Director position in Code Enforcement.

\b Reflects the addition of four Fire Protection System Specialists (FPSS) to establish the Fire Protection System Retesting Program by which installed systems of residential and commercial buildings are tested and maintained so as to be fully operational during a fire emergency; and the addition of three full-time positions (1 Fire Protection Plan Reviewer; 1 Fire Systems Inspector; 1 Engineering Aide) to staff the new Code Enforcement Fire Protection Systems Inspection and Testing Unit.

\c Reflects the addition of three Battalion Chief positions and the reduction of 3 firefighter positions to set up an additional battalion on the west end of the City (3 shifts). To offset the cost, Captains no longer receive extra pay as Station Commanders.

\d Reflects the addition of three full-time positions (1 Emergency Management Coordinator; 1 Emergency Management Analyst; and 1 Prevention Outreach Specialist) to staff the City's new Office of Emergency Management.

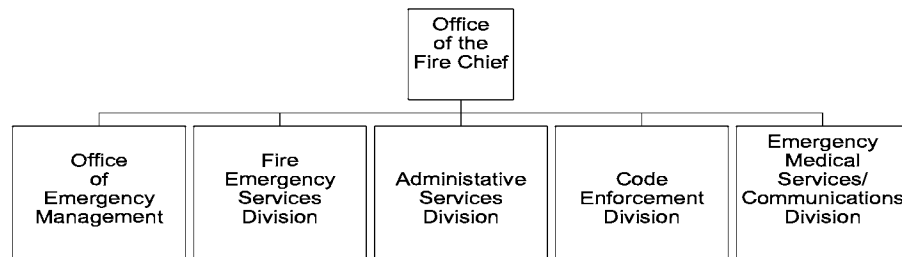
\e Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) providers to staff each of the City's five medic units more frequently.

\f Reflects the addition of a Information Technology Coordinator position to maintain, support and integrate information technology that is currently in use at the Fire Department; and the addition of one Mechanical/Plumbing Engineer in Code Enforcement to help alleviate the slow turn around of plumbing and mechanical plan reviews.

\g Reflects the addition of one Deputy Fire Marshal positions to staff the Fire Prevention Section in Code Enforcement as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels.

\h Reflects the addition of a Records Manager position in Code Enforcement to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau; and the conversion of an overhire architect position to a full-time permanent Special Projects Coordinator position.

FIRE



POLICE

2003 Mill Road • Alexandria, VA 22314 • 703.838.4700
Charles Samarra, Chief • charles.samarra@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: To preserve the peace and to protect persons and property, as well as to observe and enforce the ordinances of the City of Alexandria and all criminal laws of the Commonwealth of Virginia and the United States.

OBJECTIVES:

- To provide prompt dissemination of information to police officers in the field to enable them to respond to calls for service and to address crime;
 - To ensure satisfactory provision of patrol services to Alexandria residents;
 - To provide high visibility police patrol in high crime/nuisance areas;
 - To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City;
 - To provide parking enforcement on City streets;
 - To provide City tag enforcement on City streets and private property;
 - To provide Community Oriented Policing through the assignment of patrol officers to specific areas/neighborhoods within Alexandria;
 - To provide Community Oriented Policing through the Community Liaison Officer Program;
 - To use Telephone Reporting Unit personnel to handle resident calls for service received via telephone to reduce patrol section workload;
 - To investigate felony and misdemeanor cases, with an emphasis on case closure;
 - To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics and organized crime-related activities;
 - To support field operations by collecting, processing, transporting and analyzing evidence at crime scenes;
 - To investigate residents' complaints against police employees involving excessive force, harassment or use of demeaning language; and
 - To provide timely and accurate release of information on all major incidents.
-

POLICE

TOTAL FINANCIAL RESOURCES

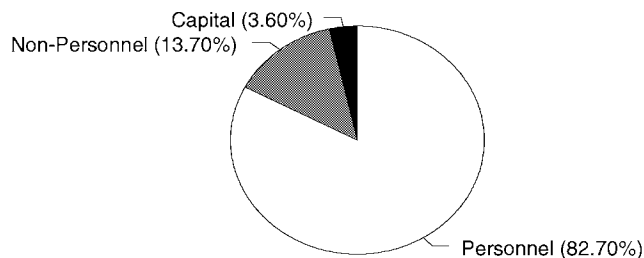
	FY 2004 ACTUAL	FY 2005 AMENDED /1	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	35,591,098	36,651,013	37,557,696	38,813,297
NON-PERSONNEL	4,580,258	6,080,509	6,431,726	6,431,726
CAPITAL GOODS OUTLAY	<u>575,973</u>	<u>1,489,662</u>	<u>1,687,862</u>	<u>1,687,862</u>
TOTAL EXPENDITURES	<u>40,747,329</u>	<u>44,221,184</u>	<u>45,677,284</u>	<u>46,932,885</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	858,315	1,168,561	427,515	427,515
INTERNAL SERVICES	<u>0</u>	<u>735,061</u>	<u>1,368,862</u>	<u>1,368,862</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>858,315</u>	<u>1,903,622</u>	<u>1,796,377</u>	<u>1,796,377</u>
GENERAL FUND	<u>39,889,014</u>	<u>42,317,562</u>	<u>43,880,907</u>	<u>45,136,508</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 6.7%

FULL-TIME POSITIONS	440	443 /2	456 /4	456 /4
PART-TIME POSITIONS (FTE)	2.62	2.62	2.62	2.62
AUTHORIZED OVERHIRES (FULL-TIME)	10	12 /3	8 /5	8 /5
TOTAL AUTHORIZED POSITIONS	452.62	457.62	466.62	466.62

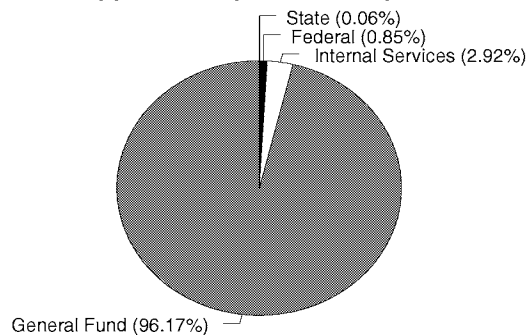
- /1 FY 2005 budget is Amended to show the addition of \$742,101 in grant monies from the Bureau of Justice Assistance for the Enhanced Police Response and Communications Capability Grant;
- /2 Reflects the addition of 2 motorcycle officers to expand the motorcycle unit to handle additional traffic volume in the City; and the addition of one Security Manager to handle multiple issues including the slab repair at the PSC ensuring the needs of Police employees are met, construction, parking, and office and storage space;
- /3 Reflects the addition of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office;
- /4 Reflects the addition of 14 police officers to help fill a staffing shortage in Patrol; the addition of one Radio Technician position to assist the City's Radio Manager with the increased workload due to an increase in the number of users and the upgrade and expansion of the City's Public Safety Radio System; the elimination of four Parking Enforcement Officer (PEO) positions as a recommended marginal service reduction; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions;
- /5 Reflects the elimination of the DARE program and the Alexandria Police Athletic League (APAL). Each program was staffed by one overhire police officer; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions.

FY 2006 Approved Expenditures by Type



POLICE

FY 2006 Approved Expenditures by Fund



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$906,683, or 2.5 percent. This increase is attributable to the cost of employee merit adjustments and adjustments to maintain current services and policies, and due to supplemental budget requests described below.
- Non-Personnel - FY 2006 increase in non-personnel is \$351,217, or 5.8 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Red Light Camera Program (- \$343,810)¹
- Taxicab Revised Regulations Costs and Two New Positions (\$255,900)
- Leased Space Costs Increases (\$162,107)
- Technology Services Maintenance (\$83,900)
- Overtime to Maintain Special Events and GRIP (\$54,000)
- Facility Maintenance, Furnishings and Equipment (\$57,886)
- Communications Equipment and Maintenance (\$37,698)
- Retained Vehicles Maintenance Costs (\$36,080)
- Overtime for Criminal Investigation (\$30,000)
- Increases in Professional Contracts (\$20,000)
- Investigative Funds (Vice/Narcotics) (\$20,000)
- Essential Supplies and Uniforms (\$18,500)

¹The General Assembly did not enact legislation that would extend authorization for localities to use red light cameras, therefore monies budgeted for the City's Red Light Camera Program, in the amount of \$343,810, have been deducted from the Police FY 2006 Operating Budget. Revenues equal to \$240,000 have also been deducted from the revenue estimates.

POLICE

City Council Approved

- The Approved FY 2006 General Fund budget for the Police Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- As recommended by the City Manager and approved by City Council per Budget Memo #48, a total of \$3.0 million has been designated in Fund Balance for any possible changes in compensation for sworn public safety (Police, Fire and Sheriff) employees that will be studied and presented to City Council for consideration in FY 2006.

Supplemental Budget Requests

Approved

- 14 Additional Police Officers \$1,005,958

This supplemental request will add 14 permanent police officers to the department. The department requires approximately 2.3 officers to fill every assigned position in Patrol 24 hours per day, seven days per week. Patrol officers are scheduled to work 2,106 hours per year. However, with normal leave, illness, training and other absences, a typical officer works less than 2,000 hours per year. As a result, the patrol divisions are consistently short staffed, requiring call-backs of off-duty personnel to meet minimum staffing. Minimum staffing is the number of officers required to be on the street to cover all designated beats in the City. A total of 128 officers are needed at any given time to cover eight shifts and all designated beats in the City. There are currently 108-112 officers assigned to Patrol at any given time. This supplemental will substantially help to address the staffing issue in Patrol. Eight of these officers will be added as part of the August recruit class, and an additional six will be added in February 2006. The cost of these officers will be partially offset by a decrease of \$100,000 in overtime.

- Radio Technician \$60,000

This supplemental request will fund a new position to assist the City Radio Manager with the increased workload due to an increase in the number of users over the years. There are approximately 1,400 subscriber units which need programming and timely maintenance. In addition, the current radio system will be expanded in FY 2006 from two to four repeater sites as part of the upgrade from analog to digital and those sites will require additional inspection and oversight. As interoperability with our neighboring jurisdictions continues to be a major priority, regional efforts to develop seamless radio communications will become more important and time consuming. This is a position that will benefit not just the Police Department but the entire City.

POLICE

Supplemental Budget Requests, continued

Approved

- Overtime to Replace Homeland Security and LEBG Grant Funding \$50,000

This supplemental request will provide \$50,000 in additional overtime funding for homeland security related response currently funded by a federal grant which has expired. This overtime will be used in the event of a terror alert, major incident or unforeseen threat to City security.

Not Approved

- Six Additional Patrol Officers - \$556,211 (including equipment and three cruisers)²
- Crimes Analyst - \$70,000
- Specialized Training for Emergency Communications Technicians (ECTs) - \$8,000
- Computers Crime Unit (two detective positions) - \$117,216
- Replace Federal Law Enforcement Block Grant (LEBG) Funding - \$103,680

Expenditure Reductions

- Marginal Service Reductions - A total of \$174,500 in marginal service reductions have been approved and include the following:
 - \$50,000 Reduction in the Gridlock Reduction Intervention Program (GRIP) - Reflects the elimination of four Parking Enforcement Officers III positions (PEOs). The elimination of the four PEO positions will result in a savings of \$200,000 per year. GRIP would then be funded by \$150,000 in overtime. This would result in a net savings of \$50,000 per year. The elimination of the four PEO positions will not eliminate or reduce GRIP as coverage of all ten intersections currently staffed as part of the GRIP program will continue. However, the use of overtime is a more cost effective means of staffing the ten intersections that are covered by the program.
 - \$61,500 Reduction in DARE - Reflects the elimination of the DARE program which would reduce the need for one officer overhire and related uniform and equipment. DARE was designed as an anti-drug, tobacco and alcohol education program in local public schools. National research has shown that the DARE program is not effective. In the past, this program had been staffed by one full-time police officer. To better staff field operations (Patrol), the officer that previously staffed the DARE program has been reassigned to the Patrol division.

²Original request was for 20 additional officers, plus 10 cruisers and equipment (\$1,562,080). 14 officers, plus 7 cruisers and equipment have been approved (8 to start in August, 2005 and 6 to start in February, 2006). Funding for the six officers not approved reflect a projected August 2005 start date (full year funding) if these positions had been funded.

POLICE

Expenditure Reductions

- \$63,000 Reduction in the Alexandria Police Athletic League (APAL) - Reflects the elimination of the APAL and the transfer of one full-time officer to Patrol. Last fall the officer in charge of this program was reassigned to patrol duties and APAL was not continued. Currently, the Police Department is focusing only on reactivating the Explorer program, as the APAL program participants had dwindled over the last few years.

DETAIL BY DIVISION

The Police Department is responsible for the maintenance of law and order, protection of persons and property, prevention and suppression of crime, investigation and apprehension of persons suspected of crimes, direction and control of traffic, traffic accident investigation, parking enforcement, enforcement of all State and City criminal laws, and the safety and security of the public at special events and public gatherings. The Police Department is organized as follows:

The Administration Bureau is composed of the Office of the Chief, the Office of Intelligence and Internal Security and the Fiscal/Fleet Management Division. The Bureau ensures that all responsibilities of the Police Department are effectively discharged; that departmental resources are used for appropriate law enforcement purposes and that resources are expended within budget; and that the department's fleet of vehicles is maintained, repaired, and replaced to ensure optimal performance.

The Office of the Chief is responsible for the overall operation of the Department.

The Fiscal and Fleet Management Division assists the Chief to ensure efficient and effective management of the department's resources. This division also oversees the grant-funded CommTech project on law enforcement interoperability (formerly AGILE).

The Office of Intelligence and Internal Security gathers and disseminates credible, current information on security and terrorist threats, serves as the liaison with federal, State and regional domestic security officials, and acts as a clearinghouse for the confirmation of credible threats.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Administration Bureau				
General Fund Expenditures	3,453,338	3,494,029	4,050,654	4,104,260
FULL-TIME STAFFING	14	15 *	15	15
* Reflects the transfer of one detective from Investigations Bureau to the Office of Intelligence and Internal Security.				

POLICE

DETAIL BY DIVISION

Administrative Services Bureau - is composed of three divisions, Technical and Automated Services (TASD), Support Services (SSD), and Facilities and Security Management (FSMD). This Bureau is responsible for the majority of the department's support operations, including the 911 Center, oversight of the City's Public Safety Radio System, records and crime information management, the Red Light Camera Enforcement Program, automated systems development and crime analysis. The Bureau also handles the functions of planning, management of property and evidence; management of uniform, equipment and supplies; management of personnel, training and payroll; and management of facilities, security and buildings.

The Communications Section (TASD) provides the public with prompt access to emergency and non-emergency services by receiving all calls for Police and Fire services in the City.

The Information Services Section (SSD) processes, maintains, and manages Police Department records to provide prompt and efficient service to the public and Police operational units. The ISS also manages building security, the Red Light Camera Program and telephone reports.

The Crime Analysis and Programming Section (TASD) is responsible for the extraction, analysis and reporting of crime offense and incident data; and provides computer application and programming support to the department.

The Property and Evidence Section (FSMD) manages more than 20,000 items of property and evidence; orders, stocks and issues the Department's inventory of uniforms, equipment and standard forms; maintains the Department's inventory control; and processes more than 200 impounded vehicles per month. A security and facility assistant is also assigned to this section.

Facility Management (FSMD) staff provide custodial services to Police facilities totaling more than 80,000 square feet (including several satellite offices); manage the inventory of furnishings and janitorial supplies; administer the office telephone system, property leases and various contracts; and coordinate with General Services on relocation, security system and infrastructure issues, repairs and maintenance.

Personnel and Training Section (SSD) staff are responsible for the recruitment, hiring, promotional/career ladder programs, and training of Police employees. Staff prepare and administer payroll, coordinate workers' compensation claims; manage the firearms training facility; and coordinate with assigned instructors at the Northern Virginia Criminal Justice Academy.

POLICE

DETAIL BY DIVISION

The Automated Systems (TASD) personnel are responsible for system operations, the Tactical Computer System and technical support. Staff develop and maintain the Records Management System (RMS) and the Computer-Aided Dispatch (CAD) System. Staff seek new technology for integration into the department. Staff are responsible for the mobile computer hardware, software and training. Staff also are responsible for planning networks, personal computer use and maintaining the department's Local Area Network (LAN), desktop computers and peripherals.

DIVISION: Administrative Services Bureau	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
General Fund Expenditures	7,768,667	9,736,653	9,997,074 **	10,190,734 **
<u>FULL-TIME STAFFING</u>	90	91 *	92 **	92**
<p>* Reflects the addition of a Security Manager to handle multiple issues including the slab repair and the temporary off-site leased space ensuring the construction, parking, space and security needs of Police employees are met. Also includes \$272,367 for increases in the lease costs budgeted for the department, and the approved supplemental request for the Mobile Computer System Operating costs (\$216,567).</p> <p>** Reflects the addition of a Radio Technician to assist the City's Radio Manager with the increased workload due to an increase in the number of users and the upgrade and expansion of the City's Public Safety Radio System. Also includes \$357,249 in adjustments to maintain current services and policies; and reflects the reduction of \$343,810 budgeted for the Red Light Camera Program due to action by the General Assembly.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Communications Section] To provide prompt dissemination of information to police officers in the field to enable them to respond to calls for service and to address crime.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of emergency calls for service	3,192	2,401	2,379	3,000	3,000
Number of non-emergency calls for service	73,888	69,099	73,469	70,000	70,000
Average time, dispatch to clear, of emergency calls (minutes)*	5.5	5.5	5.5	5.5	5.5
Average time, dispatch to clear, of non-emergency calls (minutes)*	6.1	6.1	6.1	6.1	6.1

* Calls for service data include calls that are dispatched through Communications and calls that are not dispatched. Only calls that are dispatched (about 90%) are measured for response time.

The Field Operations Bureau is composed of the three Patrol divisions and the Special Operations Division. The primary responsibilities of this bureau are to protect life and property, to implement community-oriented policing, to suppress criminal activity, and to preserve the peace.

Patrol is organized into three shifts of police officers who work around the clock and handle an average of 6,200 calls for service per month.

POLICE

DETAIL BY DIVISION

Special Operations Division consolidates special response and traffic enforcement functions. Management of the tactical Special Operations team, coordination of traffic and pedestrian control for City-sponsored events, the K-9 Unit, the Hack Inspector's Office, which enforces laws pertaining to taxicabs, and the Honor Guard functions are located in this division. Oversight of the school crossing guards is also administered by this division.

The Community Support Section implements the Residential Police Officer (RPO) program and the Community Oriented Policing (COPS) program. Police officers in both RPO and COPS assignments are responsible for coordinating the efforts of residents and City

government to improve the quality of life in specific communities. This section also administers the COPS Universal Terrorism Preparedness grant that provides nine officers and one supervisor to focus on rapid response, surveillance, intelligence gathering and training related to homeland security.

- The Community Support Section consists of sworn officers and command staff who are assigned to the Alexandria communities in need of direct Police presence.
- In FY 2004, 20 special events in the Alexandria community were staffed by Police personnel. The number of events varies each year.

The Traffic Enforcement Section includes the parking and tag enforcement staff, who also impound abandoned vehicles and immobilize vehicles with outstanding unpaid tickets.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Field Operations Bureau				
General Fund Expenditures	19,715,982	19,716,663	20,763,870	21,519,199
FULL-TIME STAFFING	243	241 *	253 **	253 **
* Reflects the addition of two motorcycle officers to expand the department's motorcycle unit to handle additional traffic volume in the City; and reflects the internal reallocation of patrol officers and investigative personnel to meet the changing trends in crime;				
** Reflects the addition of 14 police officers to substantially help address staffing needs in Patrol; and the elimination of four Parking Enforcement Officer (PEO) positions as an approved marginal service reduction; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions.				

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To ensure satisfactory provision of patrol services to Alexandria residents.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of officers assigned to the Patrol Division*	165	161	173	175	180
Average number of calls dispatched to patrol per month	6,100	6,200	6,200	6,200	6,200
Number of performance audits conducted each year	160	156	244	250	250
Percentage of officer performance audits rated satisfactory or better**	95%	96%	95%	95%	95%

* Total includes all officers assigned to the Patrol division including those on administrative duty, light duty, those temporarily transferred to other units and new recruits.

** Each of the three Patrol shifts rates the performance of 5 police officers at random each month. Audit findings are based on responses from those citizens who have directly interacted with the officers.

OBJECTIVE: [Patrol/Community Support] To provide high visibility police patrol in high crime/nuisance areas.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of hours spent on foot patrol and other special assignments	41,494	34,195	33,121	34,000	34,000
Number of areas designated/targeted for foot patrol	17	17	17	17	17
Total number of contacts and checks made in areas designated/targeted for foot patrol	80,000	80,000	81,896	80,000	80,000

OBJECTIVE: [Patrol/Community Support] To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City.

Reported Nuisance Crimes in Alexandria: COPS Areas and Citywide Jan-Dec 2003 Compared to Jan-Dec 2004

	COPS 2003	COPS 2004	Change	City 2003	City 2004	Change
Disorderly Conduct	47	51	8.5%	162	149	(8.0%)
Liquor Laws	252	244	(3.2%)	696	680	(2.3%)
Prostitution	0	1	N/A	4	5	20.0%
Gambling	2	2	0.0%	5	7	40.0%
Drunkenness	369	291	(21.1%)	1,093	951	(12.3%)
DWI	57	39	(31.6%)	488	391	(19.9%)
Drug Offenses	152	110	(27.6%)	542	451	(16.8%)
Vandalism	<u>282</u>	<u>235</u>	<u>(16.7%)</u>	<u>2,029</u>	<u>1,657</u>	<u>(18.3%)</u>
Total:	1,161	973	(16.2%)	5,019	4,291	(14.5%)

Source: Police Department. COPS program areas include: Andrew Adkins, Arlandria, Hampton Court, Hunter's Run, Inner City, James Bland, Landmark Center, Lynhaven, Mount Jefferson, Park Fairfax, and Samuel Madden.

OBJECTIVE: [Traffic Enforcement Section] To provide parking enforcement on City streets.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Total number of citations issued	85,180	92,116	77,500	80,000	80,000

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Traffic Enforcement Section] To provide City tag enforcement on City streets and private property.

	Estimated FY 2002	Estimated FY 2003 /1	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of citations issued for City tag violations*	6,959	11,292	11,000	11,000	11,000

* Data have been revised from previously published budget documents.

/1 Increase is attributable to internal reassignment of additional staff to tag enforcement and hiring efforts that have brought the unit to full staffing.

OBJECTIVE: [Community Support] To provide Community Oriented Policing (COP) through the assignment of patrol officers to specific areas/neighborhoods within Alexandria.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of hours spent on COP/RPO assignments*	19,000	22,435	21,871	21,000	21,000
Number of officers assigned to COP/RPO projects	18	16	16	16	16

* Data assume 60% of the officers' actual working time (85% of 2,080 hours per year) focused on COP efforts.

The Investigations Bureau is composed of the Investigations Division and the Public Services Section. The primary responsibilities of the Investigations Division are to apprehend persons suspected of crimes, and to analyze, investigate, and resolve crimes. The Public Services Section is primarily responsible for administering crime prevention programs and the School Resource Officer (SRO) program. The Bureau commander also oversees the department's volunteer program.

The Criminal Investigations Section conducts investigations of felonies and certain misdemeanor crimes, apprehends and interrogates suspects, and prepares cases for prosecution. This section provides investigative specialists trained in many disciplines. The Gang Unit gathers intelligence on suspected gang members and investigates suspected gang activity. The Youth Unit works closely with School Resource Officers (SRO) to investigate serious offenses occurring in City schools, and provide gang awareness training for School officials and parents.

The Identification Section supports the Field Operations and Investigations Bureaus by identifying criminals through processing crime scenes, forensic analysis of evidence, fingerprint analysis, and photographs. In FY 2004 this section responded to 2,143 calls for service and developed latent fingerprints at 70 percent of crime scenes processed.

The Vice/Narcotics Section and the Street Crimes Unit are responsible for the investigation and arrest of violators of vice, gambling, narcotics, liquor, organized crime, and nuisance laws. Officers are responsible for creating a negative effect on the financial gains experienced by those engaged in illegal activities. In calendar year (CY) 2003, the Vice/Narcotics Section executed 39 narcotics-related search warrants in the City, compared with 34 in CY 2002.

POLICE

DETAIL BY DIVISION

The Public Information Office is responsible for promptly and accurately notifying the Chief and command staff, the public, the media and City officials of significant police-related incidents.

The Internal Investigations Unit is responsible for investigating all complaints, internal and external, involving Police employees.

The Public Services Section is responsible for the administration and coordination of the Community Liaison Officer program, which consists of 75 Police employees who serve as liaison officers with the community. The section also develops and administers citizen safety awareness and crime prevention programs, plans and coordinates the Citizen and Youth Police Academies, and reviews special use permits.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Investigations Bureau				
General Fund Expenditures	8,951,027	9,370,217	9,069,309	9,322,315
<u>FULL-TIME STAFFING</u>	93	96 *	96	96
* Reflects the transfer of one detective to the Office of Intelligence and Internal Security; and reflects the internal reallocation of patrol officers and investigative personnel to meet the changing trends in crime.				

INDICATORS AND MEASURES

OBJECTIVE: [Crime Prevention Unit] To provide Community Oriented Policing through the Community Liaison Officer Program.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of hours spent on Community Liaison functions by assigned officers	3,719	3,460	3,524	3,500	3,500
Number of Liaison Officers	73	75	76	76	76
Percentage of surveys rating the department satisfactory or better*	95 %	98 %	95 %	95 %	95 %
Percentage of respondents who rated Liaison Officers satisfactory or better**	94 %	96 %	95 %	95 %	95 %
Number of Neighborhood Watch Programs established	1	0	1	1	1

* Data provided by a periodic questionnaire requesting a rating of the department's performance.

** Data provided by a periodic questionnaire requesting a performance rating of the officers assigned to the Liaison Program.

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Information Services Section] To use Telephone Reporting Unit personnel to handle the public calls for service received via telephone to reduce patrol section workload.*

	Estimated CY 2002	Estimated CY 2003	Estimated CY 2004	Estimated CY 2005	Projected CY 2006
Number of reports written by the entire department	16,843	19,013	18,000	18,000	18,000
Number of reports written by the Telephone Reporting Unit (TRU)	2,220	2,724	3,000	3,000	3,000
Reduction in Patrol workload for in-person responses, based on the number of reports written by the Telephone Reporting Unit	13 %	14 %	17 %	17 %	17 %

* Data have been revised from previously published budget documents.

OBJECTIVE: [Criminal Investigations Section] To investigate felony and misdemeanor cases, with an emphasis on case closure (target rates are established at 80% overall and 10% for multiple closures).

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Total number of cases assigned	2,291	2,042	1,941	2,000	2,000
Total assigned cases closed	1,543	1,396	1,490	1,400	1,400
Percent of assigned cases closed	67 %	68 %	76 %	70 %	70 %
Percent of closures that were multiple closures*	6 %	4 %	8 %	5 %	5 %

* Multiple case closures occur when other cases can be resolved based on information obtained from investigating one case.

OBJECTIVE: [Vice/Narcotics Section] To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics, and organized crime-related activities.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of cases assigned	182	145	134	140	140
Number of vice/narcotics arrests	750	723	663	675	675
Financial loss to Vice/Narcotics offenders*	\$170,062	\$172,785	\$2,177,769	\$250,000	\$250,000

* Based on federal reporting procedures, financial loss estimates include the value of property and money seized by officers assigned to Vice/Narcotics Unit. Data exclude the value of seizures made by federal task forces. The value of assets seized bears no direct relationship to the level of drug activity.

OBJECTIVE: [Identification Section] To support field operations by collecting, processing, transporting and analyzing evidence at crime scenes.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Total requests for service	2,431	2,341	2,143	2,500	2,500
Percent of fingerprints developed at scene (target is approximately 50%)	69 %	70 %	64 %	60 %	60 %

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Internal Investigations Section] To investigate complaints against police employees involving excessive force, harassment, or use of demeaning language.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total number of cases investigated	10	30	16	N/A *	N/A *
Number of cases involving excessive force**	7/2	19/0	6/0	N/A *	N/A *
Number of cases involving harassment**	2/0	2/2	7/0	N/A *	N/A *
Number of cases involving demeaning language**	1/0	4/0	3/0	N/A *	N/A *

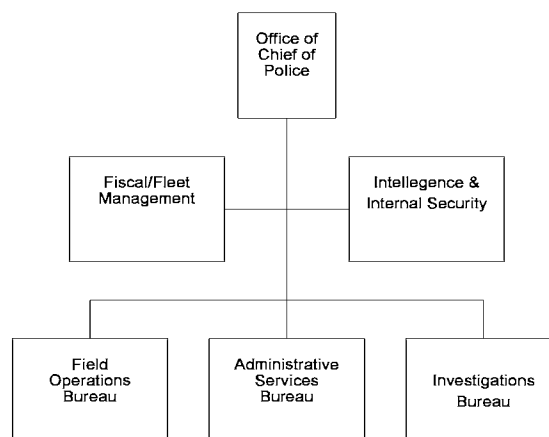
* It is the department's policy not to release estimates of this information; however, the department will report this information when actual data is available.

** Measures represent the number of cases investigated, followed by the number of cases sustained.

OBJECTIVE: [Public Information Office (PIO)] To provide timely and accurate release of information on all major incidents.

	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Projected FY 2006
Number of major incidents requiring written release of information*	150	135	135	135	135
Percent of major incidents that receive coverage by at least one media source	100%	100%	100%	100%	100%

* Data include estimated number of daily issues bulletins, press releases, and public service announcements issued as a more accurate reflection of the PIO's duties and responsibilities.



POLICE

Addendum Table 1
Police Department Staffing, FY 2003 - FY 2006

	FY 2003 Actual	FY 2004 Actual	FY 2005 Amended	FY 2006 Proposed	FY 2006 Approved
Sworn Management:					
Chief	1	1	1	1	1
Deputy Chief	3	3	3	3	3
Captain	7	7	7	7	7
Lieutenant	13	13	13	13	13
Sergeant	<u>36</u>	<u>37</u> \a	<u>38</u> \c	<u>38</u>	<u>38</u>
Total Sworn Management	60	61	62	62	62
Sworn Officers:					
Corporal	4	2 \b	1 \c	1	1
Officers	<u>226</u>	<u>237</u> \b	<u>239</u> \d	<u>253</u> \f	<u>253</u> \f
Total Sworn Officers	<u>230</u>	<u>239</u>	<u>240</u>	<u>254</u>	<u>254</u>
TOTAL SWORN	<u>290</u>	<u>300</u>	<u>302</u>	<u>316</u>	<u>316</u>
TOTAL CIVILIANS	<u>140</u>	<u>140</u>	<u>141</u> \e	<u>140</u> \g	<u>140</u> \g
TOTAL POLICE STAFF	<u>430</u>	<u>440</u>	<u>443</u>	<u>456</u>	<u>456</u>

- \a Reflects the addition of one sergeant funded under the COPS Universal Hiring Terrorism Preparedness Program. This 3 year grant was awarded in September 2003.
- \b Reflects the retirement of two corporals whose vacancies were filled by two Police Officer I positions; the addition of one School Resources Officer (SRO) funded by a grant from the U.S. Department of Justice, COPS in Schools Program; and reflects the addition of eight Police Officers funded under the COPS Universal Hiring Terrorism Preparedness Program. This 3-year grant was awarded in September 2003.
- \c Reflects the retirement of one corporal whose vacancy was filled with one sergeant in FY 2005.
- \d Reflects the addition of two motorcycle officers to expand the department's motorcycle unit to handle additional traffic volume in the City.
- \e Reflects the addition of one Security Manager to handle multiple issues including the slab repair at the Public Safety Building ensuring the construction, parking, office and storage space needs of Police employees are met;
- \f Reflects the addition of 14 police officers to substantially help fill a staffing shortage in Patrol.
- \g Reflects the addition of one Radio Technician position; and the elimination of four Parking Enforcement Officer (PEO) positions as an approved marginal service reduction; and the conversion of one overhire Hack Inspector position and one overhire clerk in the Hack Inspector's Office to full-time permanent positions.

POLICE

Addendum Table 2 COMPARATIVE POLICE STAFFING Authorized Sworn Strength for Selected Virginia and Local Jurisdictions (FY 2005) *					
JURISDICTION	POPULATION - 2004	SQUARE MILES	FY 2005 SWORN STRENGTH	POLICE PER SQUARE MILE	POLICE PER 1,000 POPULATION
Alexandria	137,600	15.75	302	19.2	2.2
Arlington County	198,739	26	362	13.9	1.8
Fairfax County	1,022,298	395	1,334	3.4	1.3
Hampton	146,878	55	284	5.2	1.9
Montgomery County, Maryland	931,000	502	1,111	2.2	1.2
Newport News	233,800	64	417	6.5	1.8
Norfolk	241,727	66	767	11.6	3.2
Portsmouth	100,000	30	250	8.3	2.5
Prince George's County, Maryland	844,190	487	1,420	2.9	1.7
Prince William County	344,000	344	461	1.3	1.3
Richmond	200,000	64	697	10.9	3.5
Roanoke City	94,911	43	250	5.8	2.6

* Data is based on responses of police/fiscal staff from participating jurisdictions. The allocation of functions between sworn and civilian personnel may affect comparisons.

Addendum Table 3 PART I CRIMES FOR CY 2003 AND CY 2004 Alexandria Police Department				
TYPE OF CRIME	CY 2003	CY 2004	CHANGE	PERCENTAGE CHANGE
Homicide	4	2	(2)	(50.0)%
Rape	26	31	5	19.2%
Robbery	192	187	(5)	(2.6)%
Aggravated Assault	179	213	34	19.0%
Burglary	497	426	(71)	(14.3)%
Larceny	3,754	2,937	(817)	(21.8)%
Auto Theft	640	635	(5)	(0.8)%
TOTAL	5,292	4,431	(861)	(16.3)%

ALEXANDRIA HEALTH DEPARTMENT

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Charles Konigsberg, Jr., M.D., M.P.H., Director • charles.konigsberg@vdh.virginia.gov

PROGRAM GOAL: To provide health services and related programs for the residents of Alexandria as outlined in the Code of Virginia, Title 32-40, prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being of Alexandria residents.

OBJECTIVES:

- To provide pharmaceutical services to eligible clinic patients.
 - To provide health services to Alexandria residents 12 to 19 years of age at the Adolescent Health Clinic.
 - To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents.
 - To provide screening, diagnosis and treatment for tuberculosis cases, their contacts, and other individuals with latent TB infection through the provision of services in the clinic, community and in the home.
 - To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center.
 - To provide emergency dental services to low-income adults.
 - To inspect all food facilities in accordance with the State variable frequency inspection program in order to maintain food establishments at an acceptable level of sanitation.
 - To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.
 - To provide family planning and gynecological services to women in the City of Alexandria.
-

ALEXANDRIA HEALTH DEPARTMENT

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 AMENDED /1	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,001,939	1,186,450	1,300,811	1,347,219
NON-PERSONNEL	5,951,712	5,078,039	4,903,097	5,001,974
CAPITAL GOODS OUTLAY	41,290	0	1,500	1,500
TOTAL EXPENDITURES	6,994,941	6,264,489	6,205,408	6,350,693
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUES	0	0	0	0
INTERNAL SERVICES FUND	19,176	0	0	0
TOTAL SPECIAL REVENUES AND OTHER SOURCES	19,176	0	0	0
GENERAL FUND	6,975,765	6,264,489	6,205,408	6,350,693

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 1.4%

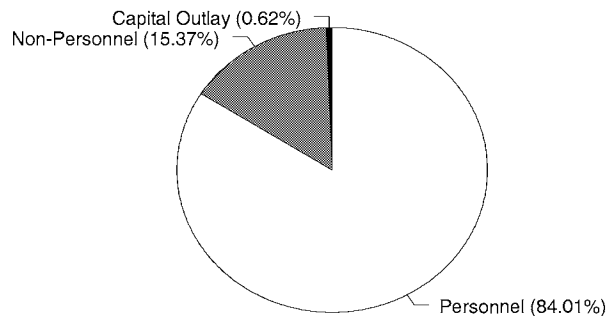
/1 The FY 2005 budget was amended to remove the appropriations to INOVA Alexandria Hospital (\$700,000) and the Arlandria Health Center (\$265,000) from the Health Department Budget, to a new "Other Health Activities" section of this document.

FULL-TIME CITY POSITIONS*	6.0	8.0 *	9.0 **	9.0 **
PART-TIME POSITIONS (FTE)	8.01	9.01	8.84	8.84
TOTAL AUTHORIZED POSITIONS	14.01	17.01	17.84	17.84

* Reflects 2.0 FTE new positions for the Mosquitoborne Illness Prevention Program from contractor-provided to City staff provided. Position counts do not include State employees.

** One new full-time position approved to implement the Community Health Assessment study.

FY 2006 Approved Expenditures by Type



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$114,361, or 9.6 percent. This increase is attributable to the cost of employee merit adjustments, increased costs for the City's Supplemental Retirement Plan (see adjustments to maintain current services and policies below), and the proposed new staff position for the Community Health

ALEXANDRIA HEALTH DEPARTMENT

City Manager Proposed

Assessment project. These increases reflect the net amount after an offset by the application of a vacancy factor of 5.0 percent, or \$54,246, for City employees.

- Non-Personnel - FY 2006 proposed decrease in non-personnel is \$174,942 or 3.4 percent. This is due primarily to the 2.5 percent vacancy factor, or \$139,818, taken for the cooperative employees funded by both the City and the State, in addition to the proposed expenditure reductions in non-personnel of \$28,667. (Cooperative Employees are budgeted in non-personnel.)

Adjustments to Maintain Current Services and Policies

- \$116,655 to cover increased costs for the supplemental retirement plan for State employees

City Council Approved

- The Approved FY 2006 General Fund budget for the Alexandria Health Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

Approved

- Partnership for a Healthier Alexandria \$37,400
One new full-time staff, beginning on January 1, 2006, to implement the Community Health Assessment's Partnership for a Healthier Alexandria, a plan that would identify, organize and advocate for specific community-based actions that could lead to improvements in the health status of our populations.

Not Approved

- \$58,957 for the City to pay the 1% share of the supplemental retirement plan fringe benefit for State employees in the Health Department who currently contribute this themselves.

Expenditure Reductions

- Efficiencies - in addition to the total vacancy factor of \$194,064 described above, the budget was reduced by \$37,645 for efficiency reductions.

ALEXANDRIA HEALTH DEPARTMENT

City Council Approved

Revenue Issues

- The FY 2006 allocation from the State will not be known until after the City budget is approved. Therefore, the Department's request is based on the FY 2005 State allocation. The City is required to provide a 45 percent local "match" to the State allocation. Should the State allocation increase in FY 2006, the City "match" must increase accordingly, and would come from the Health Department Contingent Account, which is budgeted specifically for this purpose, in the Administrative Division. In FY 2004, the Department needed \$118,719 for this purpose. The Department is requesting \$121,809 for the Contingent Account for FY 2006. Should the State allocation remain the same, the Contingent Account would be available for other Health Department purposes, if necessary, with the approval of OMB. Movement of any of this balance to another department would require City Council approval.
- After the Northern Virginia Regional Pool Code is revised and adopted in mid-2005, the Department will review the fee schedule for swimming pool permits and recommend any changes to make Alexandria's fees comparable to neighboring jurisdictions.

DEPARTMENT DETAIL

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health providing community health services. The Health Department records vital statistics for the City; provides laboratory services; monitors water pollution, and advises the City Council and City Manager on environmental issues. The department also inspects food and personal grooming establishments, swimming pools, and other businesses to ensure safe and healthful conditions.

The Health Department provides primary and/or preventive health care services at three sites: the main facility at 4480 King Street; the Flora Krause Casey Health Center on North Howard Street; and the Adolescent Health Center on Braddock Road. All clinic services are targeted to Alexandria residents who meet State Board of Health income guidelines. Staff at the main Health Department facility provide preventive health services, such as tuberculosis screening and treatment, dental clinic services for both children and adults, children's immunizations and routine child health supervision, family planning services, nutrition services including the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and services for the diagnosis and treatment of sexually transmitted diseases, including HIV testing and counseling. The Casey Health Center offers primary health care services including treatment for chronic and infectious diseases, prenatal care and gynecology, pediatric services for sick children, health education, nutrition counseling, audiology services, dispensing of prescriptions, laboratory services and social services, as well as podiatry, and oncology. Van transportation and a City shuttle are available between the three Health Department sites.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

Funding for the Health Department is provided through a combination of City and State cooperative budgeting, State and federal grants, client fees and donations. The Health Department is made up of eight divisions including departmental administration and seven major program areas: Health Support, Family Planning, Adolescent Health, General Medical, Dental Health, Environmental Health, and Maternal and Child Health.

The Administrative Division provides management and fiscal support for the department's ongoing programs and for 24 State and federal non-pass through grants. The division manages departmental computerization, medical records, vital records/statistics, departmental budgeting for State and City funding, collection of revenue including patient fees and Medicaid/Medicare reimbursements, procurement operations and facility management operations.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	4,916,752	4,368,949 *	4,386,372	4,494,752
<u>FULL-TIME STAFFING</u>	1	1	2 **	2 **
<p>* This Division includes the City's required 45 percent local matching share for the State/City cooperative budget, plus local salary supplements. The Amended FY 2005 budget does not include the \$700,000 annual appropriation to INOVA Alexandria Hospital for indigent inpatient care. The appropriation to INOVA Hospital is now in the "Other Health Activities" section of this document.</p> <p>** Includes one new staff position, beginning January 1, 2006, to implement the Community Health Assessment's Partnership for a Healthier Alexandria, approved as a supplemental budget request.</p>				

Health Support staff provide general laboratory tests and fill prescriptions for clients of the Health Department's various clinics including Casey Health Center and the Adolescent Health Clinic. Laboratory staff also perform tests for the Alexandria Detention Center and Northern Virginia Juvenile Detention Center. Pharmacy staff fill prescriptions for eligible patients who are seen in Health Department clinics. Prescriptions are generated by department clinicians; INOVA Alexandria Hospital; private doctors with an approved clinic referral; and the department's various specialty clinics, such as the chest, pediatric, immunization, family planning, adolescent health, and sexually transmitted disease clinics. Private patients diagnosed with HIV who meet certain financial eligibility criteria are also provided certain pharmaceuticals, funded by the federal AIDS Drug Assistance Program (ADAP).

<u>DIVISION:</u> Health Support	<u>ACTUAL</u> <u>FY 2004</u>	<u>AMENDED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures*	73,267	76,505	77,396	79,403
<u>FULL-TIME STAFFING</u>	1	1	1	1
<p>* Excludes costs budgeted within the cooperative budget that are captured in the Administrative Division.</p>				

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Health Support] To provide pharmaceutical services to eligible clinic patients.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of prescriptions dispensed per year*	57,760	40,338	35,623	35,000	35,000
Number of prescriptions dispensed per work day (based an estimated 250 work days per year) *	231	163	145	140	140

* Decrease is due to a change in refill methods to 90-day refills (consistent with most HMOs) instead of 30-day refills and/or until the client's next doctor's appointment.

The Adolescent Health Clinic provides a variety of health services to City residents ages 12 through 19 years old. In addition to encouraging a healthy lifestyle through health education, the clinic provides a broad spectrum of health care services. The primary services rendered at the clinic are athletic-related physical examinations, family planning services, diagnosis and treatment of sexually transmitted diseases, care for episodic illnesses, and mental health and substance abuse counseling. Medical emergencies and conditions requiring further evaluation and/or prolonged treatment are referred to the emergency room, the adolescent's personal family physician, the Alexandria Medical Society, or the Children's Specialty Services.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Adolescent Health Clinic				
General Fund Expenditures	366,844	368,604	356,129	366,073
<u>FULL-TIME STAFFING</u>	1	1	1	1

INDICATORS AND MEASURES

OBJECTIVE: [Adolescent Clinic] To provide health services to Alexandria residents 12 to 19 years of age.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of adolescent patient visits	3,380	3,049	3,211	3,259	3,308
Percent of services involving family planning	37 %	38 %	44 %	45 %	46 %

General Medical Services staff are responsible for primary care at the Casey Health Center through Internal Medicine clinics and specialty clinics. Specialty clinics and services offered include oncology, podiatry and social work. General medical services also include tuberculosis screening and treatment, diagnosis and treatment of sexually transmitted diseases, and communicable disease surveillance and follow-up. Public health nurses coordinate patient care through telephone outreach and nurse clinic visits.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

The department also provides a full continuum of HIV/AIDS services. Anonymous and confidential HIV testing and a variety of services are available to eligible persons living with HIV. In addition to medical care services, patients receive public health nurse case management, partner counseling and referral, emergency drug assistance, nutrition counseling, nutrition supplements, dental care, and referrals to other support services. A portion of these services is funded through federal Ryan White CARE Act grant funds. General medical services were provided to 243 medically indigent persons living with HIV in FY 2004. Of this total, 74 individuals were new patients.

In addition, the department participates in the federal AIDS Drug Assistance Program (ADAP). Department staff continue their participation in the Northern Virginia HIV Consortium and the Alexandria Commission on HIV/AIDS, to develop goals, objectives and strategies for addressing HIV/AIDS.

The department also administers three Center for Disease Control (CDC) grant-funded chronic disease prevention programs that focus on nutrition, physical activity, and tobacco control. The Preventive Health and Health Services Program (PHHS) promotes individual behavior change to prevent obesity and the resulting risk of chronic disease. Current grant activities focus on the Sisters Together Program, a walking program targeting African American women ages 18-35, and smaller projects to support school activities, such as walking clubs.

The Cardiovascular Health Project, the second CDC grant-funded chronic disease prevention program, is focused on partnering with the City and community organizations to decrease the risk of cardiovascular disease by improving relevant environmental elements and policies. Grant funding has been used to purchase ads in local newspapers and has provided other media outreach. School nurses and Hispanic peer educators were trained in Blood Pressure Measurement and AEDs were purchased and placed in all Health Department clinics.

A small Tobacco Use Control Project grant focused on decreasing the exposure of children to second hand tobacco smoke. Educational activities and/or the dissemination of educational materials encouraging smoke-free homes and cars took place at Head Start, 18 child care centers, and the Alexandria City Employee Health Fair during FY 2004.

Nutrition services are coordinated with other department programs to promote healthy eating and regular physical activity, foster normal growth and development in infants and children, prevent nutrition-related chronic disease, and provide effective nutrition intervention for clinic patients. The largest component is the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), which provides approximately 2,130 Alexandrians with vouchers for nutritious foods each month, nutrition information and counseling, breast feeding support, immunization screening and referrals to health and other community services. Individual nutrition assessment and counseling are provided for maternity, high risk pediatric, adult chronic disease and HIV/AIDS patients at all Health Department sites. Through a contract with the Resource Mothers Program, the Health Department also provides individualized home-based nutrition services to pregnant teens and their infants. Nutrition services offered in the community include nutrition education classes, professional in-service training for City and community agencies and public information at health fairs.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

	ACTUAL	AMENDED	PROPOSED	APPROVED
<u>DIVISION:</u> General Medical Services	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2006</u>
General Fund Expenditures*	872,809	946,256 **	921,522	931,921
<u>FULL-TIME STAFFING</u>	3	3	3	3
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.				
** Includes an approved supplemental request of \$39,000 for special consultation and diagnostic testing for Casey Clinic patients and continued funding of \$270,000 for pre-approved outpatient services at INOVA Alexandria Hospital.				

INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide screening, diagnosis and treatment for tuberculosis cases, their contacts, and other individuals with latent TB infection (LTBI) through the provision of services in the clinic, community and in the home.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of patient clinic visits	8,059	7,829	7,453	7,500	7,500
Number of patients initiating LTBI treatment	592	734	623	650	650
Number of new tuberculosis cases diagnosed	14	15	11	15	15
Number of chest x-rays performed *	997	930	773	800	800

* Includes only x-rays done at the Health Department

OBJECTIVE: [General Medical] To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center.

	Actual FY 2002 *	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Primary care visits to physicians/General Medical	n/a	5,479	5,425	5,600	5,600
Visits to nurses (all programs)	n/a	4,197	4,170	4,250	4,250
Pediatric visits (neonatal and sick visits)	n/a	3,388	3,120	3,200	3,200
Obstetric visits	n/a	5,380	5,895	5,900	6,000
Visits to Specialty Clinics **	n/a	586	562	500	450
Miscellaneous ***	n/a	6,584	3,217	5,550	5,500
Total Patient Visits	28,810	25,614	22,389	25,000	25,000

* Old data collection procedures to not provide accurate breakdown of clinic visits for FY 2002.

** Specialty Clinics include oncology and podiatry.

*** Miscellaneous includes prescription refills, nutrition, and immunizations.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of persons counseled and tested in HIV clinics	430	563	600	600	600
Number of persons counseled in primary care, family planning and obstetrics clinics *	1,223	1,073	991	1,000	1,000
Number of HIV/AIDS cases that receive follow-up contact investigation by Health Department staff	71	90	89	90	90
Number of persons counseled in Sexually Transmitted Disease Clinics **	639	668	737	750	750

* Fewer women were tested in Family Planning when the emphasis shifted to testing women at risk of infection only.

** More people are being tested in STD clinic due to availability of Oraquick testing, where individuals receive results before leaving the clinic.

Dental Health services are provided to eligible residents, including emergency dental care for adults, dentures for senior citizens, and comprehensive, preventive, diagnostic and treatment services for residents between 4 and 21 years of age. The Ryan White CARE Act funds one session of dental care per week for persons living with HIV infection.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Dental Health				
General Fund Expenditures*	158,429	171,469	158,872	168,043
<u>FULL-TIME STAFFING</u> **	0	0	0	0

* Excludes costs budgeted within the cooperative budget that are captured in the Administrative Division.
 ** The Division has no City-funded full-time positions.

INDICATORS AND MEASURES

OBJECTIVE: [Adult Dental Health] To provide emergency dental services to low-income adults.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total patients seen in clinic	1,622	1,287 *	1,451	1,600	1,600
Number of procedures performed	4,866	4,331 *	4,929	4,800	4,800

* Decrease in patients and procedures in FY 2003 attributed to a lack of contract dentists.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

The Environmental Health Division prevents food borne disease by performing food safety evaluations at all the places that serve or sell food to the public in the City. This includes restaurants, schools, child care centers, grocery stores, and vendors at special events. The Division prevents waterborne disease by monitoring lab tests of the City's drinking water supply, evaluating the safety of swimming pools, and regulating sewage disposal at the six marinas in the City. The Division prevents vector borne disease by carrying out an extensive mosquito control program and by tracking animal rabies cases. The Division also investigates complaints about environmental health conditions and inspects the sanitation of barber and beauty shops, nail salons, massage therapists, hotels, motels, and health clubs. The Division investigates cases of environmentally linked disease and cases of child lead poisoning.

The Mosquitoborne Illness Prevention Program, located in the Environmental Health Division, maintains an active surveillance program to detect West Nile virus and other arboviruses in mosquitos, animals, and humans in the City. The Division, in addition, carries out an active educational campaign to teach residents how to eliminate mosquito breeding sites and how to protect themselves from mosquito bites. During FY 2005 it was approved to provide larviciding of all the drop inlets, storm water retention ponds, and City owned flat roofed buildings in the City through the Health Department, rather than contract these services out. This will allow for better quality control, quicker response time and be less costly.

DIVISION: Environmental Health & Toxics Administration	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
General Fund Expenditures*	305,542	289,907 **	261,019	265,304
FULL-TIME STAFFING **	0	2 **	2	2
<p>* Excludes costs budgeted within the Cooperative budget that are captured in the Administration Division.</p> <p>** Includes an approved supplemental request to provide the Mosquitoborne Illness Prevention Program in-house rather than through a contractor. Program includes 2 full-time staff.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Environmental Health] To inspect all food facilities in accordance with the State variable frequency inspection program in order to maintain food establishments at an acceptable level of sanitation.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Percent of regulated businesses inspected	100 %	100 %	100 %	100 %	100 %
Total number of inspections/services of regulated businesses *	7,257	7,794	2,486 *	2,700	2,700
Inspection visits per establishment per year	10.8	11.2	11.2	11.2	11.2
Reported food borne illness	31	62	26	45	45

* Decrease due to new State database system, beginning in FY 2004, which only tracks inspections, not all services.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

Maternal and Child Health Care Services staff provide Alexandria's low-income families with a variety of preventive health services, such as well child examinations, immunizations, developmental assessment, parent counseling, health education, referral, and day care/school entrance physical examinations. Families received 3,389 well child check-ups during FY 2004. This program also provides case management and follow-up for children with complex health care needs. Public Health Nurses provide the only professional home visiting services and case management for the most high-risk mothers and babies seen in Health Department clinics.

The Immunization Program provides age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. Influenza type B, Hepatitis B, pneumococcal pneumonia, and flu (in season) for eligible children from birth through 21 years of age. Adult immunizations provided without charge include: measles, mumps, rubella, polio, and tetanus. Many children arrive in Alexandria from other countries where some vaccines are not routinely given. Their immunizations are brought up to date for school entry. Overall immunization numbers are down due to a general decrease in immigration, relocation of families outside of Alexandria, and the movement of some clients into the private sector due to increased utilization of managed care.

Prenatal Services have been provided since 1993 through a grant received from the Children's Fund, a City program that provides funding for early childhood development programs. (For more information on the Children's Fund, please refer to the Department of Human Services text in the Health and Welfare section of this document.) Grant monies awarded to the Health Department fund additional prenatal services to decrease the waiting time for obstetric services for new patients and to increase the percentage of women beginning prenatal care in the first trimester of pregnancy. In FY 2004, the average wait time for a new patient to be seen for her first appointment was 2.6 weeks, and 39% of patients seen were in their first trimester of pregnancy.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Maternal & Child Health Care Services				
General Fund Expenditures*	282,122	42,799**	44,098	45,197
FULL-TIME STAFFING	0	0	0	0
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.				
** The FY 2005 Amended Budget does not include the \$265,000 appropriation to the Arlandria Health Center, which is now included in the "Other Health Activities" section of this document.				

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Maternal/Child Health] To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of immunizations patients	4,816	4,782	4,600	4,041	4,101

Family Planning staff provide a full spectrum of reproductive care services to women of all ages and income levels. A routine family planning visit includes a complete gynecological assessment, laboratory services, and health education and counseling services. Clients select their desired method of birth control; receive nutrition, smoking cessation and disease prevention and substance abuse counseling. In addition, pregnancy testing, HIV counseling and testing services are available when warranted.

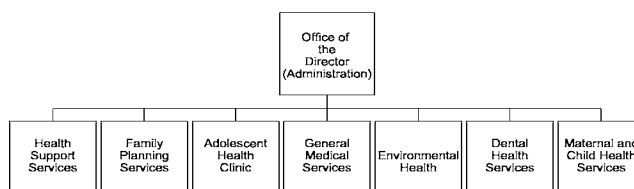
Complete gynecological services are available to clients who are eligible for primary care at the Flora Casey Center. These clients receive reproductive health education, pre-menopausal counseling and nutrition counseling. They also receive guidance that will assist them in learning how to live "healthy heart" lifestyles.

INDICATORS AND MEASURES

OBJECTIVE: [Family Planning] To provide family planning and gynecological services to women in the City of Alexandria.

	Actual FY 2002	Actual FY 2003	Actual FY2004 *	Estimated FY 2005	Projected FY 2006
Number of family planning visits	4,910	4,790	3,981	4,041	4,101
Number of women receiving family planning physical assessments	2,520	3,847	3,212	3,260	3,300

* The decreases in FY 2004 are attributed to the Arlandria Health Center's provision of family planning services.



COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

The Community Partnership Fund will be used for grants to serve adults age 22 and over, persons with disabilities, families and the senior population, and programs that serve anyone in need regardless of age. The Youth Fund will be used for grants to serve youth ages 6 - 21, and the Children's Fund (formerly located in the Department of Human Services budget) will be used for grants to serve children prenatally through age five.

COMMUNITY PARTNERSHIP FUND DESCRIPTION: The Community Partnership Fund for Human Services was established by the Alexandria City Council on October 14, 1997. Under this process, the City Council annually holds a public hearing on human services priorities in the fall of each year. The public hearing on FY 2006 priorities was held on September 21, 2004. Following public comment on these priorities, the City Council adopts broad human services priorities. During the City's annual budget process, the City Manager recommends an aggregate amount of funding available for the grant proposal process to address these priorities. Following City Council's adoption of the budget, after recommendations are made by an independent citizens review panel, awards to non-profit agencies are made by the City Manager on a competitive basis through this formal Request for Grant Proposal process. The City Manager will notify successful grant applicants in writing by the first week in July, for the grant year beginning October 1 and ending September 30.

Adopted on September 14, 2002 were ways to improve the Community Partnership Fund for Human Services, including removing the priority "Activities and programs to provide positive educational, social and recreational alternatives for middle school youth and teens" from the Community Partnership Fund and the transfer of an appropriate amount of money (\$155,900) from the Community Partnership Fund to the Youth Fund to eliminate potential overlap of the functions of these two funds.

Community Partnership Fund FY 2006 Program Priorities

The following priorities for the Community Partnership Fund for Human Services were approved on September 28, 2004 by City Council for Fiscal Year 2006 for the grant period October 1, 2005 through September 30, 2006:

SELF SUFFICIENCY

- Programs to promote self-sufficiency and independence (including but not limited to helping individuals access and maintain employment, housing and home ownership opportunities)
- Programs to aid families and individuals in crisis

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

Community Partnership Fund FY 2006 Program Priorities, continued

- Programs directed at assisting immigrant populations to receive proper documentation and determination of citizen status or naturalization status, as well as help them become active citizens and be positive influential members of the community
- Programs to promote independent living, equality of opportunity and economic self-sufficiency for persons with disabilities

PREVENTION

- Community support programs that promote family and individual stability
- Community/neighborhood programs to prevent crime, violence, social isolation and neighborhood deterioration

PROTECTION AND TREATMENT

- Programs to prevent/reduce the impact of abuse and neglect
- Programs to provide affordable treatment for health, mental health and alcohol and drug problems
- Activities to reduce threats to the public health

YOUTH FUND DESCRIPTION: The City of Alexandria Youth Fund was established by City Council on May 7, 2001, and was expanded to include all youth from ages 6 to 21, on September 14, 2002. The Fund seeks to mobilize organizations and institutions to take action around a shared understanding of positive asset development in the youth of Alexandria. The monies in the Youth Fund are awarded by the Alexandria Youth Policy Commission and the fund is administered by the City's Department of Human Services, Office of Youth Services. The Youth Fund is a competitive grant with goals of promoting and enhancing youth development following the Developmental Asset approach produced by the Search Institute of Minneapolis, Minnesota.

The Development Asset model identifies over 40 factors for young people's growth and development. The model provides a framework for mobilizing communities to take action in shaping young people's lives. The Development Asset model is based on years of scientific inquiry into risk and resiliency factors, as well as normal developmental processes. The model is broken into two categories, external and internal assets. External assets are positive developmental experiences that surround youth with support, empowerment, boundaries and expectations, and opportunities for constructive use of time. Internal assets are the young person's own commitments, values and competencies. The 40 factors are grouped into eight categories: support from families and others; empowerment and opportunity to contribute; boundaries and expectations; constructive use of time; commitment to learning; positive values; skills to make positive choices; and positive identity.

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

Youth Fund Description, continued

During the City's annual budget process, the City Manager recommends an aggregate amount of funding available for the grant proposal process to address these developmental assets. Following City Council's adoption of the budget, after recommendations are made by the Youth Policy Commission, awards to non-profit agencies are made on a competitive basis through this formal Request for Grant Proposal process. The Office of Youth Services will notify successful grant applicants in writing on or before June 30, for the grant year beginning October 1 and ending September 30.

CHILDREN'S FUND DESCRIPTION: The City's Comprehensive Services for At-Risk Children program, known as the Children's Fund, was approved by City Council in FY 1993. The Children's Fund provides funding for comprehensive services such as family support, early intervention, and preschool psychological services as well as local matching grants to organizations providing early childhood development programs and home visiting services to high-risk families. The City's Early Childhood Commission develops priorities for the use of Children's Fund monies, authorizes distribution of requests for proposals and participates in a review committee to review proposals and recommend funding. Committee funding recommendations are forwarded to the City Manager for review and to City Council for final approval.

TOTAL FINANCIAL RESOURCES

	COMPETITIVE GRANT FUNDING COMMUNITY PARTNERSHIP, YOUTH FUNDS FOR HUMAN SERVICES AND CHILDREN'S FUND			
	FY 2004 ACTUAL	FY 2005 APPROVED *	FY 2006 PROPOSED **	FY 2006 APPROVED **
COMMUNITY PARTNERSHIP FUND	821,690	862,775	924,444	924,444
YOUTH FUND	275,345	292,226	301,807	301,807
CHILDREN'S FUND	<u>996,787</u>	<u>1,053,814</u>	<u>1,098,954</u>	<u>1,100,930</u>
TOTAL EXPENDITURES	<u>2,093,822</u>	<u>2,208,815</u>	<u>2,325,205</u>	<u>2,327,181</u>

* The Community Partnership Fund, the Youth Fund and the Children's Fund approved budgets were increased by \$105,183, or 5.0 percent each, which more than provides an inflationary adjustment factor.

** The Community Partnership Fund, the Youth Fund and the Children's Fund approved budgets are increased by \$117,389, or 5.3 percent in total, which more than provides an inflationary adjustment factor. Individuals percentages of increase between the funds vary.

City Manager Proposed - Community Partnership Fund

- The Proposed FY 2006 General Fund budget for the Community Partnership Fund reflects an increase of \$61,669, or 7.1 percent. This rate of increase more than provides an inflationary adjustment factor for the fund as a whole, and allows for additional grant requests to be funded.
- Similar to prior years, the applications for Community Partnership funding exceed the proposed budget level. For FY 2006, applications total \$2,227,152 in requests compared to \$924,444 in proposed funding to address these requests.

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

City Manager Proposed - Youth Fund

- The Proposed FY 2006 General Fund budget for the Youth Fund reflects an increase of \$9,581 or 3.3 percent.
- Grant applications for the FY 2006 funding cycle for the Youth Fund are due to the City on March 31, 2005.

City Manager Proposed - Children's Fund

- The Proposed FY 2006 General Fund budget for the Children's Fund reflects an increase of \$45,140, or 4.3 percent.
- Grant applications for the FY 2006 funding cycle for the Children's Fund are due to the City on May 6, 2005.

City Council Approved

- City Council adopted the budget for these funds (Community Partnership, Youth, and Children's Funds) as proposed by the City Manager with no changes.

Please see the following addendum tables for specific FY 2006 grants awarded for the Community Partnership Fund, the Youth Fund and the Children's Fund.

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

The Addendum Table entitled "FY 2006 Community Partnership Fund Grants" summarizes the grant awards that were announced in June, 2005 for the grant period October 1, 2005 through September 30, 2006.

FY 2006 COMMUNITY PARTNERSHIP FUND GRANTS

TABLE 1

ORGANIZATION	PROGRAM	FY 2006 APPROVED
Alexandria Chapter of the American Red Cross (New FY06)	Home Caregiving Instructional Course	\$6,000
Alexandria Neighborhood Health Services, Inc.*	Neighborhood-based Family Support and Mental Health Services in Arlandria	\$47,000
Alexandria Volunteer Bureau*	Volunteer Clearinghouse & Resource Center	\$54,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family	\$38,144
Carpenter's Shelter	Residential Hypothermia Shelter, David's Place, Transitional Housing and Aftercare Program	\$64,000
Center for Employment Training*	Provide Alexandria Residents Training 'N' Employment Reaching Self Sufficiency	\$20,000
Computer C.O.R.E.*	Community Out Reach and Education	\$20,000
Crisis Link	Crisis and Suicide Prevention Hotline	\$25,000
ENDependence Center of Northern Virginia*	Independent Living Services for Alexandrians with Disabilities	\$36,000
Friends of Guest House, Inc.	Guest House Residential Program	\$31,800
Future Careers (New FY06)	Career Steps to Self-sufficiency	\$25,000
Hispanic Committee of Virginia*	Integrated Services for Hispanic Families	\$35,000

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

TABLE 1, Continued

ORGANIZATION	PROGRAM	FY 2006 APPROVED
Legal Aid Justice Center *	VA Justice Center for Farm Immigrant Workers	\$12,000
Legal Services of Northern Virginia *	Civil Legal Services for Low-Income, Elderly, and Disabled Residents of Alexandria	\$170,000
Literacy Council of Northern Virginia *	Adult Literacy and English as a Second Language Program	\$25,000
Metropolitan Washington Ear	Reading and Information Services for the Blind and Visually Impaired	\$4,000
New Neighbors Education Center (New FY06)	ESL Program with Childcare	\$22,500
Northern Virginia Dental Clinic *	Northern Virginia Dental Clinic	\$42,000
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons *	HEAR Alexandria (Education/Outreach, Info., Advocacy and Peer Support Services)	\$18,000
Rebuilding Together Alexandria	Rebuilding Together (formerly Alexandria Christmas in April)	\$6,000
Stop Child Abuse Now (SCAN) of Northern Virginia (New FY06)	Padres Unidos- Alexandria Educational Parent Support Group	\$20,000
Senior Services of Alexandria	Home Care and Employment Services	\$45,000
Senior Services of Alexandria	Meals on Wheels Program	\$20,000
The Campagna Center *	Retired and Senior Volunteer Program	\$48,000
Whitman-Walker Clinic of Northern Virginia **	Case Management & Legal Services for persons with HIV/AIDS	\$90,000
TOTALS		\$924,444

* The FY 2006 Community Partnership Review Panel approved funding for a two year term.

** The Whitman-Walker Clinic was awarded \$55,000 for case management services and \$35,000 for legal aid; however, funding is contingent upon the review of Whitman-Walker by the City. In the event that the Whitman-Walker Clinic is unable to provide the services for either of these programs, the City will appoint a new vendor to provide such services.

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

The Addendum Table "FY 2006 Youth Fund Grants" summarizes the grant awards that were announced in June, 2005 for the grant period October 1, 2005 through September 30, 2006.

FY 2006 YOUTH FUND GRANTS

ORGANIZATION	PROGRAM	FY 2006 AMOUNT APPROVED
Alexandria City Public Schools	Alexandria Peer Leadership	\$10,000
Alexandria Community Service Board	Get Real About Violence	\$5,293
Alexandria Olympic Boys & Girls Club	Essex House Program	\$25,000
Alexandria Seaport Foundation	Teaching/Mentoring/Skills Training	\$21,000
Alexandria Volunteer Bureau	a) Summer Community Service Program	\$4,000
	b) Youth Service Coalition	\$20,000
Bienvenidos	Building Better Futures: A Tutoring/Mentoring Program for Latino Youth	\$20,000
Big Brothers/Big Sisters of National Capital Area	Making Positive Difference in the Lives of City of Alexandria Children and Strengthening Families	\$15,000
Campagna Center	Grandfathers Group	\$10,000
Community Lodgings, Inc.	Youth At-Risk Development Program	\$20,000
Kids Helping Kids, Inc.	Community Youth Program	\$1,500
Northern Virginia AIDS Ministry	a) Youth Prevention Program	\$25,000
	b) Access Advocacy for Children	\$5,000
Project Discovery	Project Discovery Program	\$17,000
SCAN of Northern Virginia	Court Advocacy Program	\$20,000
Tenants' and Workers' Support Committee	Alexandria United Teens Advancement Project	\$20,000
The Art League	Personal Space Remodeling	\$12,000
The Secondary Training and Education Program	Computer Training Program	\$22,000
Wholistic Family Agape Ministries Institute	Wholistic Family Agape Ministries Institute	\$19,014
Youth Policy Commission	Operating Budget	\$10,000
TOTAL		\$301,807

COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS

The Addendum Table "FY 2006 Children's Fund Program Funding" summarizes the funding provided to programs through the Children's Fund for FY 2006. Individual agency allocations were approved by City Council in late June 2005, for the period beginning July 1, 2005 through June 30, 2006. The FY 2006 approved budget includes a total of \$1,098,954 in City funding for the Children's Fund.

FY 2006 CHILDREN'S FUND PROGRAM FUNDING

ORGANIZATION	PROGRAM	FY 2006 AMOUNT APPROVED
Alexandria Accredited Preschools	Family Support Project	\$195,682
Stop Child Abuse Now (SCAN)	Parent Nurturing Project	\$10,200
Alexandria Health Department	Prenatal Project	\$47,419
Community Services Board	Preschool Prevention Team	\$65,590
Virginia Preschool Initiative	Scholarship Fund	\$60,000
Child & Family Network Centers	Child & Family Network Centers	\$238,955
Northern Virginia Family Services	Healthy Families	\$328,090
Head Start	Mt. Vernon Program for 4 Year Olds	\$35,000
Northern Virginia Urban League	Resource Mothers	\$63,018
N/A	Early Childhood Training Budget	\$25,000
Child & Family Network Centers	West End Classrooms	\$30,000
	TOTAL	\$1,098,954

HUMAN SERVICES

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GOALS, FUNCTIONS & RESPONSIBILITIES: To facilitate the ability of Alexandrians to function successfully in our society and improve the quality of their lives; to provide services that are responsive to individual, family, and community needs; to expedite and advocate access to opportunities, services, and resources; and to serve Alexandrians with special needs.

OBJECTIVES:

- To ensure that low-income individuals and families receive needed assistance quickly and courteously.
- To reduce and assist the number of school drop-outs in Alexandria and assist at-risk secondary students to improve their academic achievement and pursue a college education.
- To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family.
- To link good people to good jobs.
- To ensure that Alexandria's culturally diverse residents have access to all City services and resources.
- To help seniors and disabled adults maintain their independence.
- To create opportunities for low-income children to be successful in school and life.
- To help low-income residents stabilize and enhance their lives.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 AMENDED /1	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	15,254,821	16,532,384	17,157,044	17,457,592
NON-PERSONNEL	26,407,220	27,323,321	29,593,811	29,825,454
CHILDREN'S FUND	996,786	0	0	0
CAPITAL GOODS OUTLAY	<u>18,845</u>	<u>100,000</u>	<u>53,000</u>	<u>53,000</u>
TOTAL EXPENDITURES	<u>42,677,672</u>	<u>43,955,705</u>	<u>46,803,855</u>	<u>47,336,046</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	24,473,718	24,449,238	25,971,583	25,971,583
INTERNAL SERVICES FUND	<u>0</u>	<u>100,000</u>	<u>53,000</u>	<u>53,000</u>
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>24,473,718</u>	<u>24,549,238</u>	<u>26,024,583</u>	<u>26,024,583</u>
GENERAL FUND	<u>18,203,954</u>	<u>19,406,467</u>	<u>20,779,272</u>	<u>21,311,463</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 9.8%

FULL-TIME POSITIONS	234	235*	232**	229**
PART-TIME POSITIONS (FTE)	5.8	5.8	6.8**	6.8**
AUTHORIZED OVERHIRES (FULL-TIME)	8	8	8	8
TOTAL AUTHORIZED POSITIONS	247.8	248.8	246.8	243.8

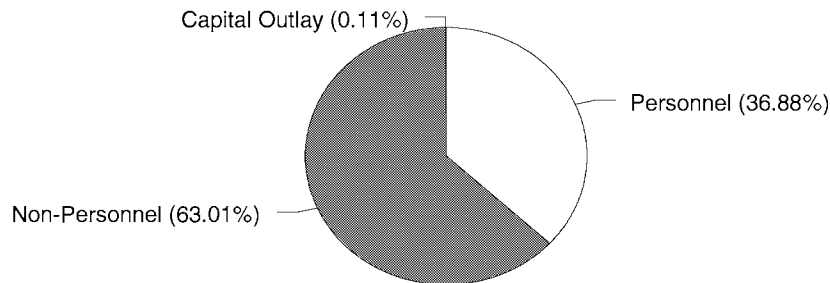
/1 FY 2005 Amended budget reflects the discontinuation of the 9-11 National Emergency Grant (\$541,892) which ended September 30, 2004, and the discontinuation of the Paths to Employment Grant (\$145,500) that ended April 30, 2004. Both grants were housed in the *JobLink* division. FY 2005 also amended to show the transfer of the Children's Fund to the Community Partnership, Youth and Children's Fund Budget, located in this section of the budget.

* Reflects the approved supplemental of one Secretary II position in the Alexandria Community Policy Management Team (ACPMT) division to assist with growing caseloads and State reporting requirements.

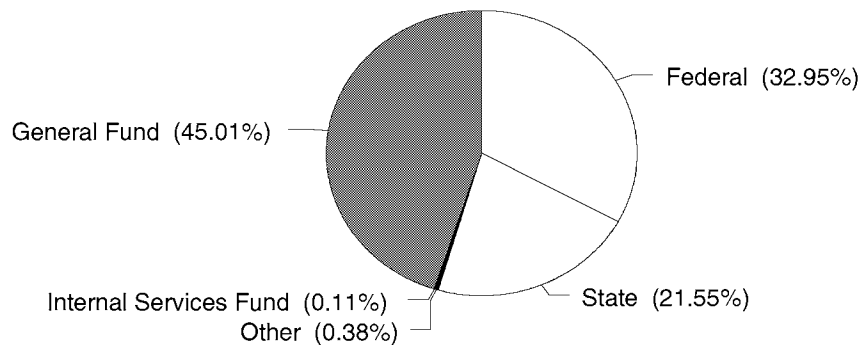
** Reflects the loss of 9.0 grant-funded positions in *JobLink* and approved supplemental funding for 1.0 City-funded FTEs in the *JobLink* division in a manner to be decided at a later date; 1.0 FTE caseworker to handle the increase in volume since the Child Day Care Fee System income eligibility guidelines were increased to 250% of poverty; 1.0 FTE Social Worker to assist with caseloads in the Companion Aide program that currently exceed the desired Social Worker/Client ratio (this position will occupy a previously approved but vacant position (no increase in headcount)); and 1.0 FTE Mental Health Therapist III for the Child Assessment and Treatment Center. The Child Assessment and Treatment Center is also approved to be staffed by two 0.5 part-time FTEs. Net decrease in full-time positions is 6.0 FTEs.

HUMAN SERVICES

FY 2006 Approved Expenditures by Type



FY 2006 Proposed Expenditures by Fund



City Manager Proposed

Overview

- **Personnel** - Proposed FY 2006 personnel expenditures represent a net increase of \$624,660, or 3.8 percent. The increase in personnel is attributable to the cost of employee merit adjustments and supplemental budget requests described below. This increase is partially offset by the application of a vacancy factor of 4.75%, or (\$304,967), which is split proportionately between all divisions.
- **Non-Personnel** - The increase in non-personnel is \$2,270,490, or 8.3 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests below.

HUMAN SERVICES

City Manager Proposed

Adjustments to Maintain Current Services and Policies

- Costs to maintain current services \$648,842. This includes the following:
 - Increase in cash match throughout the department - \$104,437
 - Costs to maintain current services in Child Welfare - \$168,000
 - Costs to maintain contracted services throughout the department - \$119,494
 - Costs to maintain current services at Mount Vernon Head Start site - \$40,270
 - Increase in office space rent and security guards - \$216,641
- Expansion of Child Day Care Fee Income Eligibility Guidelines as initiated in FY 2005 to 250% of poverty \$804,122 (with \$440,225 in revenues to support this initiative). Net cost to City - \$363,897
- Costs to provide Home Health Aide care at the ARHA properties Ladrey and Annie B. Rose - \$45,602
- Increased usage of the Senior Taxi Program - \$20,204
- Increases in 100% federally funded and mandated Foster Care Services - \$505,100. Net cost to City \$0.
- Increases in 90% federally funded TANF/VIEW Child Care Services - \$205,813. Net cost to City \$20,581.

City Council Approved

- The Approved FY 2006 General Fund budget for the Department of Human Services reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- The Approved FY 2006 General Fund budget for the Department of Human Services reflects the City Manager's recommended and City Council approved changes suggested in Budget Memo #48. These changes for the Department of Human Services are the elimination of three of the four **JobLink** positions that were recommended to be continued with City funding after the expiration of federal grants; and the addition of \$62,643 in City General Funds to the estimated mandated costs for the Comprehensive Services Act administered by the Alexandria Community Policy Management Team.
- City Council approved the addition of \$150,000 (to the Department of Human Services budget) as a local match to the federal Head Start funding the Campagna Center receives for employee increases to retain Campagna Center Head Start Program teachers; \$14,000 to fully fund the Senior Taxi Program; and \$5,000 for a Pre-School Review Project via the Add/Delete process.

HUMAN SERVICES

Supplemental Budget Requests

Approved

- Child Assessment and Treatment Center \$145,601
Recent federal regulations under the Child Abuse Prevention and Treatment Act (CAPTA) added a mandate effective July 1, 2004, that all children aged 0-3 involved in founded abuse and/or neglect must be referred to Part C of the Individuals Education Act (IDEA) known in Alexandria as the PIE (Parent-Infant Education) program. This new mandate will increase the workload for PIE by approximately 40 - 50 children per year. In order to handle this workload effectively, the budget approves the creation of a Child Assessment and Treatment Center that intensifies and expands the assessment process and treatment services provided to young children who are victims of abuse or neglect. The figure above is net of \$49,967 revenues to be received.
- Social Worker for Companion Aide Services \$62,743
There are currently 3.5 FTEs handling a caseload of 282 seniors, or 80.6 cases per Social Worker. The addition of the Social Worker will bring the caseload per worker down to 62.6, which is still above the Virginia Department of Social Services' recommended maximum of 49 per Social Worker.
- Staff Conversion at *JobLink* \$50,000
In FY 2005 *JobLink* lost grant funding in the amount of \$687,482 and instituted a plan to reduce the quantity of services, not the quality. OMB recommends the department receive \$200,000 with which they can fund up to 4 FTEs that will otherwise be eliminated due to lost grant funding. These staff will assist with increased caseloads. City Manager recommended and City Council approved changes suggested in Budget Memo #48 reduced OMB's recommendation to the receipt of \$50,000 and 1.0 FTE. The new FTE shall be dedicated to Youth Employment Services.
- Indigent Burial Assistance \$40,100
This will implement a locally-funded Indigent Burial Plan that reflects the current cost structure of area funeral homes, and will allow eligible families, if any, to supplement items not covered by the direct burial plans from the funeral homes. This request will also assure sufficient monies for burial assistance and cremations.
- Youth Employment Program Expansion \$30,000
The Youth Employment Program is a six-week subsidized summer work experience for youths in various City departments and community based non-profit organizations. This increase will help the Out-of School and At-Risk 16 to 21 year olds who have difficulty finding private sector employment.
- Energy Assistance/Rent Relief \$19,638
This supplemental request will consolidate the Seasonal Energy and Cooling Assistance program with the Rent Relief program. Both these programs are seasonal and will be handled more efficiently and effectively once combined.

HUMAN SERVICES

Supplemental Budget Requests, continued

Not Approved

- Funding for an additional 6 FTEs to replace *JobLink* staff previously funded by grant funds - \$289,072
- Funding to replace declining grant funds for the *Alexandria Works!* program - \$96,952
- Funding to replace declining grant funds for the Workforce Investment Act programs - \$75,586
- Additional funding for a part-time position and SAT preparation packages for Project Discovery - \$23,000
- Additional funding for a Youth Employment Counselor and support services in the Youth Employment Program - \$19,648
- Additional local funding for Adult Day Health Care Center and Congregate Meals - \$16,233

Expenditure Reductions

Efficiencies

- In addition to an increase in its vacancy savings mentioned above, an additional \$4,715 will come from an efficiency reduction in building improvements.

Other Issues

- The Campagna Center is a local non-profit providing services to children and youth that has served as the grantee for the City's Head Start program for 38 years. It also works under contract with the City to provide before and after school care at 12 elementary schools. The Campagna Center requested \$256,286 in additional funding for the Head Start programs it runs and \$269,000 in additional funds for the before and after school programs for staff salaries, benefits and administrative expenses. The proposed budget does not include any additional funding as proposed by Campagna for Head Start. Instead the budget focuses on providing \$363,897 to expand income eligibility guidelines to 250 percent of poverty for the child day care program. The budget, however, does provide an additional \$50,000 equivalent to a 2.0 percent COLA for Campagna Center staff working on the before and after school programs. The Approved budget also includes \$150,000 added via the Add/Delete process to create a local match to the federal Head Start funding the Campagna Center receives for employee increases to retain Campagna Center Head Start Programs teachers.

Revenue Issues

- The significant revenues issues facing the department (as listed above in mandatory adjustments to maintain current services and policies) involve the mix of local, State and federal grant funding for Foster Care, Child Welfare, TANF/VIEW Child Care, Foster Parent Training, Adoption Subsidies, and Emergency Assistance. Most of these programs are

HUMAN SERVICES

DEPARTMENT DETAIL

mandated and bring in federal and State revenues in the 80 to 100% reimbursement range. However, maintenance of the current level of effort in these programs and/or required level of effort mandated by State or federal statutes requires additional City funds.

The Department of Human Services (DHS), headquartered at 2525 Mount Vernon Avenue, serves the diverse needs of Alexandria's citizens by promoting economic and social independence and self-sufficiency. The department is structured into the following divisions: Operations, Family Services, *JobLink*, and Community Programs. This department also has responsibility for the Youth Policy Commission and fiscal responsibility for the Alexandria Community Policy and Management Team. Please note: Staffing assignments shown in the detail below reflect the Department of Human Services reorganization completed in FY 1999. While position counts are accurately assigned to each division/office, because of the complexity of the DHS funding stream, total expenditures for staff and some program costs remain split across divisions, with the majority of costs still reflected in the Family Services Division.

The Operations Division provides management, planning, and coordinated decision-making within a department that serves many diverse needs. The Operations Division includes budget and finance, personnel, facilities and supplies, data and quality control, and information systems functions.

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006 *	APPROVED FY 2006 *
<u>DIVISION: Operations</u>				
General Fund Expenditures	1,429,630	1,428,623	1,444,470	1,484,450
Total Expenditures	2,770,763	3,555,476	3,426,415	3,466,395
<u>FULL-TIME STAFFING</u>	25	25	25	25
* Reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.				

The Family Services Division is mandated by federal and State laws to provide financial assistance and social services to Alexandrians. Services are aimed at meeting basic needs, strengthening family life, and protecting children from abuse and neglect. The Family Services Division receives citizen input from the Social Services Advisory Board.

Between August 2001 and September 2004, the Child Welfare Partnership (a group created by the City Manager) was active in assisting the Division in educating the community about preventing and reporting child abuse and neglect and in advising on reforms in progress. In September of 2004, the Partnership concluded its original charge.

The Division completed its second year of utilization of structured risk and safety protocols in child welfare. The State is now piloting its own risk and safety assessment model and Alexandria, along with other Northern Virginia jurisdictions, has decided to join the pilot process. Alexandria's experience in this area will benefit the pilot process and allow the City

HUMAN SERVICES

DETAIL BY DIVISION

to influence this eventual State-mandated structured decision making model. The pilot risk and safety tools will replace what is currently in use but will encompass the same constructs in a different format.

The federal government reviewed Virginia's performance in child welfare (Child and Family Service Review) and found many areas where Virginia needs to show improvement. The State's risk and safety assessment pilot is one of the areas where Virginia is beginning the improvement process. The State is filing a program improvement plan with the federal government and early estimates indicate that approximately \$26 million will be needed to provide the staffing and resources needed identified in the plan Statewide.

The Division continues the "Our Kids-Our Business" Campaign, which is focused on educating the community about preventing and reporting child abuse and neglect. A video presentation is available in both English and Spanish, which is aired on local Comcast cable channels and through community presentations.

Foster home recruitment is also achieving success. The City approved a foster home recruiter position in FY 2003, who has met the goal of adding 24 new foster homes annually and increased the number of foster homes in the City. At the end of FY 2004, the Division had a total of 102 licensed foster homes, with 24 homes in the City and 27 in the Alexandria section of Fairfax County.

In FY 2004, the City averaged 189 children in foster care each month as compared to 158 each month in FY 2003. Also in FY 2004, new cases involving protection of children and prevention of abuse and/or neglect averaged 70 per month as compared to 68 new cases each month in FY 2003. Currently caseloads continue to rise, but at a lower pace than the Spring of FY 2003. Family situations are complicated by the lack of affordable housing, the family's immigration and acculturation issues, increased domestic violence and mental illness and substance abuse.

HUMAN SERVICES

DETAIL BY DIVISION

	ACTUAL FY 2004	AMENDED FY 2005	PROPOSED FY 2006 *	APPROVED FY 2006 *
<u>DIVISION:</u> Family Services				
General Fund Expenditures	8,287,202	8,916,956	9,894,285	10,343,680
Total Expenditures	22,535,220	22,816,570	25,522,015	25,971,410
<u>FULL-TIME STAFFING</u>	108	108	110 **	110 **
<p>* Reflects the full-year continuation of services begun in FY 2005 to expand the Child Day Care Fee Income Eligibility Guidelines from 185% of poverty to 250% (\$804,122 in Total Funds, \$363,897 in General Funds); an increase in mandated services in the Foster Care area (totally offset by increased federal revenues); an increase of \$205,813 in TANF/VIEW Child Care Services (partially offset by federal revenue); and an increase of \$168,000 to maintain current services and policies. Includes the approved supplemental requests for the Child Assessment and Treatment Center (\$145,601) and Indigent Burial Assistance (\$40,100). Reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.</p> <p>** Approved supplemental requests for 1.0 FTE Caseworker to handle the increase in cases that occurred when the Child Day Care Fee Income Eligibility Guidelines were increased from 185% of poverty to 250%; and 1.0 FTE Mental Health Therapist for the Child Assessment and Treatment Center. It should be noted that the Child Assessment and Treatment Center is approved to be staffed with a 0.5 FTE Center Coordinator and a 0.5 FTE Administrative Assistant.</p>				

The following information is provided as a brief explanation of the Family Services Division's programs.

Temporary Assistance For Needy Families (TANF) provides temporary assistance to families while emphasizing work. Eligible families receive employment assistance through the *Alexandria Works!* Teams at JobLink.

General Relief provides financial assistance to individuals who are incapacitated and unemployable, pending their receipt of federal Supplemental Security Income; provides temporary emergency help for housing; and for medical and burial needs.

The Family Services Division is responsible for client eligibility determination for two other federal entitlement programs -- Medicaid and Food Stamps. Only the administrative costs associated with these programs are included in the City's budget.

In FY 2002 the City implemented the Electronic Budget Transfer (EBT) System to administer Food Stamp benefits to eligible recipients.

Refugee Assistance provides financial assistance to refugees who have been in the country less than eight months.

State/Local Hospitalization provides payments for hospital care for indigent persons who are not eligible for Medicaid.

HUMAN SERVICES

DETAIL BY DIVISION

Family Access to Medical Insurance Security Plan (FAMIS) provides assistance with comprehensive health benefit coverage for children through the age of 18 who have no health insurance. This plan is designed to cover children of working families whose income is too high to qualify for Medicaid, and who do not have access to other forms of health insurance.

Adoption programs provide services to help children who have been permanently and legally separated from their birth parents to become permanent members of a new family.

Foster Care provides services to children and families to prevent removal of a child from his or her home. When parents are unable to utilize these services to change conditions in the home, placement of the child in foster care may be necessary. The goal of the program is to provide services to enable the child to return to his or her home or to find another permanent home for the child. Foster care is intended as a temporary response to difficulties in the family situation, not a long-term solution to family difficulties.

Child Protective Services receives and immediately investigates reports of child abuse and neglect. The goal is to identify, assess and provide services to children and families in an effort to protect children, preserve families (whenever possible) and prevent further maltreatment. Child Protective Services is non-punitive in its approach and is directed toward enabling families to provide adequate care for their children. In May 2002, Alexandria implemented the State requirement of Differential Response in Child Protective Services which allows reports to be handled as either investigations or assessments.

In addition to these programs, the Family Services Division is also responsible for the Office of Youth Services, which coordinates programs and services provided by public and private youth-serving agencies. The Office provides staff support to the Youth Policy Commission. In addition, Project Discovery, management and administration of the Youth Fund, youth development and prevention services are provided through the Office.

Project Discovery reduces and assists the number of school drop-outs in Alexandria and assists at-risk, secondary school youth to improve their academic achievement and pursue a college education. The students visit college campuses throughout Virginia and the mid-Atlantic region to interact with peers and attend workshops conducted by college admissions and financial aid staff.

The Youth Policy Commission, chaired by Mayor William D. Euille, was established by City Council in September 1997 as a result of an exhaustive study of youth issues. On February 8, 2000, City Council adopted the following vision statement regarding youth: "Alexandria is a community where diversity is embraced, and children are born healthy and grow up safe,

HUMAN SERVICES

DETAIL BY DIVISION

nurtured, well-educated and prepared for life.” City Council also adopted the following policy statement: “It is the Youth Policy of the City of Alexandria to emphasize prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community.” The Commission reviews various initiatives to assess how they address the needs of youth, prenatally to 21 years of age, in the areas of health, education, safety, recreation, and economic security. The Commission established community measures which form the basis for a Biennial Report Card which indicates the City’s progress in addressing youth needs.

The Commission also established the Alexandria Youth Council to encourage and enable a youth voice in the work of the Commission. The Council’s mission statement is, “to improve our communities by voicing our opinions and by leaving an indelible mark on generations to come.”

The City of Alexandria Youth Fund was established by City Council on May 7, 2001, and was expanded to include all youth from ages 6 to 21, on September 14, 2002. The Fund seeks to mobilize organizations and institutions to take action around a shared understanding of positive asset development in the youth of Alexandria. The monies in the Youth Fund are awarded by the Alexandria Youth Policy Commission and the fund is administered by the City’s Department of Human Services, Office of Youth Services. The Youth Fund is a competitive grant program with goals of promoting and enhancing youth development following the Developmental Asset approach produced by the Search Institute of Minneapolis, Minnesota. Please see the Community Partnership, Youth Funds and Children’s Funds section of the Health and Welfare tab of this document for more information.

INDICATORS AND MEASURES

OBJECTIVE: [Family Services [DSS] / Eligibility] To ensure that low-income individuals and families receive needed assistance quickly and courteously.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Average monthly Food Stamp applications	258	266	247	250	250
Average monthly Food Stamps cases	1,100	1,206	1,530	1,540	1,540
Average monthly TANF applications	74	78	70	70	70
Average monthly TANF cases	525	571	569	570	570
Average monthly Medicaid cases	3,855	4,380	5,049	5,100	5,100
Percentage of assistance applications processed quickly*	72 %	85 %	88 %	90 %	90 %

* Applications include those for TANF, Food Stamps, Medicaid and General Relief. The timeliness standard is 45 days except for Food Stamps, which follows shorter standards as set by federal and State regulations.

HUMAN SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: To reduce and assist the number of school drop-outs in Alexandria and assist at-risk secondary school students to improve their academic achievement and pursue a college education.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of students enrolled in Project Discovery	139	173	148	135	135
Percentage of Project Discovery seniors enrolling in higher education	91 %	91 %	94 %	92 %	92 %

* Project Discovery is contracted by the State to serve 108 students. As is seen in the numbers above, the City serves more than required.

OBJECTIVE: [Child and Family Services / Child Welfare] To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family. These National Performance Indicators are mandatory and part of the Federal Review Process for Child Welfare. /1

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
RECURRENCE OF MALTREATMENT					
(Reported on the calendar year)					
Children with founded report of abuse and neglect within the first 6 months of the year	68	46	29	N/A	N/A
Percentage of children with repeat maltreatment within 6 months. Standard is 6.1% or less	0.0 %	6.5 %	3.4 %	**	**
LENGTH OF TIME TO ACHIEVE REUNIFICATION					
(Reported on the federal fiscal year)					
Of all children reunified with parents when exiting foster care, percentage reunified in less than 12 months. Standard is 76.2% or more.	81.8 %	50.0 %	88.2 %	**	**
Number of children reunified	9	2	**		
STABILITY OF FOSTER PLACEMENT					
(Reported on the federal fiscal year)					
Of children in foster care less than 12 months, percentage that have had no more than two placement settings. Standard is 86.7% or more.	83.3 %	85.1 %	90.7 %	**	**
Number of children with no more than 2 placements	30	69	**		
INCIDENCE OF FOSTER CARE RE-ENTRIES					
(Reported on the federal fiscal year)					
Of all children who entered during the year, percentage re-entered within 12 months of a prior foster care episode. Standard is 8.6% or less.	11.4 %	2.3 %	1.6 %	**	**
Number of children with foster care re-entries	4	2	**		
ACHIEVEMENT OF ADOPTION IN LESS THAN 24 MONTHS					
(Reported on the federal fiscal year)					
Of children exited to finalized adoption, percentage exited in less than 24 months. Standard is 32% or more.	25.0 %	0.0% *	50.0%	**	**

/1 This new National Review process is focused on State compliance and non-performing localities will eventually have financial penalties assessed. The next federal review will occur in 2006 and the expectation is for substantial compliance. To date, no State has passed the Federal Review process.

* Although 18 children were adopted during the year, their length of time in foster care exceeded 24 months.

** Data not available at time of printing.

N/A Unable to project.

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The Alexandria Community Policy and Management Team (ACPMT) - is charged with overseeing the implementation of the Comprehensive Services Act (CSA) for At-risk Youth and Families. The Act is targeted towards emotionally and/or behaviorally disturbed children who are in, or at risk of going into, out-of-home placement, and their families. The ACPMT is responsible for developing interagency policies and procedures that will govern the provision of services to at-risk youth and families, coordinating long-range planning to ensure the development of resources and services for this population, and establishing Family Assessment and Planning Teams (FAPT's) that determine the service needs of troubled youth and their families on a case-specific basis.

<u>DIVISION:</u> Family Services -	<u>ACTUAL</u>	<u>AMENDED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
Component: Alexandria Community Policy and Management Team	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2006</u>
General Fund Expenditures	4,229,311	4,419,290 *	4,238,454**	4,304,897**
Total Expenditures	7,677,397	7,679,617	7,917,417**	7,983,860**
<u>FULL-TIME STAFFING</u>	2	3	3	3
<p>* Includes an approved supplemental request in the following amounts: \$1,012,639 in General Fund monies and \$466,827 in Special Revenue from the State (total \$1,479,466). This is a mandated program and the State partially matches every General Fund dollar at a 46.1% State : 53.9% City General Fund dollar ratio. This approved supplemental also includes the hiring of a full-time Secretary II position to assist with the increasing caseload and State reporting requirements.</p> <p>** It is anticipated that caseloads will return to the FY 2004 levels. FY 2005 ratio of General Fund and State revenues was budgeted incorrectly and corrected with the FY 2006 budget. Reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.</p>				

The JobLink Division manages a one-stop career center located at 2914 Business Center Drive which refers qualified candidates to prospective employers. All job seekers are eligible to participate in an automated career assessment which matches their skills and aptitudes to the jobs available. Account managers work with area employers to match their needs with qualified job seekers. Alexandria employers are also offered job retention support and information on State and federal tax incentives. JobLink staff provide support to, and are advised by, the Alexandria Commission on Employment, the Alexandria/Arlington Workforce Investment Board, the Alexandria Chamber of Commerce, and the *Alexandria Works!* Coalition.

HUMAN SERVICES

DETAIL BY DIVISION

DIVISION: <i>JobLink</i>	ACTUAL FY 2004	AMENDED * FY 2005	PROPOSED ** FY 2006	APPROVED ** FY 2006
General Fund Expenditures	1,474,562	1,604,455	1,884,164	1,795,924
Total Expenditures	3,562,901	3,643,521	3,370,100	3,281,860
<u>FULL-TIME STAFFING</u>	45	45	40	37
<p>* FY 2005 Amended budget reflects the discontinuation of the 9-11 National Emergency Grant (\$541,892) which ended September 30, 2004, and the discontinuation of the Paths to Employment Grant (\$145,500) which ended April 30, 2004.</p> <p>** Includes the loss of 9 grant funded positions and the approved supplemental of \$50,000 and 1 FTE to assist with the increased caseloads. Also reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.</p>				

The following information is provided as a brief explanation of the *JobLink* Division's programs.

JobLink has two components: *Alexandria Works!* Teams and the Office of Employment & Training.

Alexandria Works! is an active job-oriented program for all welfare recipients who are required to work. The cross functional teams assist clients through comprehensive service delivery directed at removing barriers and building on the client's skills.

The Office of Employment Training (OET) provides career assessments, job counseling, job preparation, and job placement services. Services include computers with Internet access, job vacancy listings, telephones, fax machines, copiers, resource materials on local and national labor market trends, adaptive equipment for clients with disabilities, and access to skills training programs, including high technology programs.

JobLink also operates the following federal, State and local programs:

Virginia Initiative for Work not Welfare (VIEW), Virginia's welfare reform program.

The Adult Employment Training Program provides eligible clients with career counseling, assessment, and referrals and vouchers for a variety of skills training programs.

The Dislocated Worker Program provides employment training and career counseling specifically for persons affected by layoffs in the area.

The Food Stamp Employment and Training Program (FSET) provides job search training, education, skills training and work experience for persons receiving food stamps.

HUMAN SERVICES

DETAIL BY DIVISION

The Youth Employment Program provides summer and year-round employment training opportunities for the City's economically-challenged youth.

The Virginia Refugee Resettlement Program offers counseling, supportive services, skills training and English as a Second Language training for refugees who have been in the U.S. for less than 24 months.

The Disabilities Employment Program provides career counseling, assessment, and job placement for persons with disabilities.

The Older Worker Program offers work experience/training opportunities at public and non-profit worksites for low income job seekers ages 55 and older.

The Community Digital Divide Initiative (CDDI) program helps under-served communities in Alexandria gain low- or no-cost access to computers, the Internet and on-line training. Participants benefit from the CDDI program through the experience of using information technology as an educational and career development tool for both immediate employment and long-term goal achievement. Training and education services are offered at partner sites throughout the City.

In July 2000, the Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA). The new workforce system has a work-first philosophy and includes the use of vouchers for skills training when appropriate. WIA requires a streamlined approach to employment and training by establishing a workforce development system that includes job training, welfare reform, adult education and vocational rehabilitation. WIA services are provided to job seekers through one-stop employment centers, like *JobLink* in Alexandria.

HUMAN SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [JobLink Division] To link good people to good jobs. /1

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of WIA adult and youth clients served	134	157	188	188	188
Number of Dislocated Worker clients served*	381	467	482	412	224
Number of <i>Alexandria Works!</i> clients served	358	423	409	416	416
Number of other <i>JobLink</i> clients served	<u>3,674</u>	<u>4,040</u>	<u>3,738</u>	<u>3,889</u>	<u>3,889</u>
Total number of <i>JobLink</i> clients served	4,547	5,087	4,817	4,905	4,717
Percentage of <i>Alexandria Works!</i> VIEW clients who are managing their employment barriers **	90 %	84 %	93 %	93 %	93 %
Percentage of <i>JobLink</i> employment placement clients who get a full-time job	79 %	75 %	76 %	76 %	76 %
Percentage of <i>JobLink</i> clients who retain employment for six months	84 %	84 %	92 %	92 %	92 %
Percentage of <i>JobLink</i> clients still employed at six months who had wage increases	15 %	9 %	9 %	9 %	9 %
Number of employers recruiting directly at <i>JobLink</i>	28	30	26	26	26

/1 Estimated clients and employers served in FY 2005 and FY 2006 are dependent upon the approval of the recommended supplemental request to partially restore lost grant funding.

* The number of dislocated workers increased significantly due to the National Emergency Grant received to assist workers laid off because of the economic impact of September 11, 2001. Grant funding ended in FY 2005. See /1 above for information on FY 2005 and FY 2006 estimates and projections.

** *Alexandria Works!* VIEW clients are managing their employment barriers if, within 90 days of enrollment, they comply with program requirements.

The Community Programs Division (CPD) provides services that are designed to aid specific populations in the City to become self-sufficient and less dependent on the human services system as well as protecting adults from abuse, neglect and exploitation. This division provides staff support to the Commission on Aging, the Commission on Persons with Disabilities, the Early Childhood Commission and the Economic Opportunities Commission.

The Community Programs Division operates through three program-specific offices: the Office of Aging and Adult Services, the Office for Early Childhood Development, and the Office of Community Services. This division also operates the Multicultural Services Initiative which was established in FY 2001 to increase access to all City services for Alexandria's diverse population.

The Multicultural Services Initiative has three goals:

- Ensure Alexandria's culturally diverse residents have access to all City services and resources;
- Ensure that the Alexandria government delivers services in a culturally sensitive and competent manner; and
- Encourage Alexandria's culturally diverse residents to participate in the life of the City and its government.

HUMAN SERVICES

DETAIL BY DIVISION

The Initiative is accomplished by reaching out to individuals and groups from all racial, ethnic and cultural backgrounds in order to foster the inclusiveness of City services and to celebrate the City's cultural diversity.

Located within the Initiative is the Hispanic Orientation and Education Project which provides assistance to Hispanic immigrants seeking to assimilate a new culture. Services, provided largely by volunteers, include basic English literacy classes, citizenship classes and crisis intervention assistance. In a cooperative effort with private and public agencies, orientation workshops are provided on a variety of life skills topics, such as AIDS prevention, crime prevention, domestic violence, employment and health issues.

OBJECTIVE: [Multicultural Services Initiative] To ensure that Alexandria's culturally diverse residents have access to all City services and resources.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of Hispanics participating in extended education and English as Second Language (ESL) classes*	448	410	410	410	430

* A lack in the number of volunteers available to teach has lead to a decrease in the number of classes offered.

The Office of Aging and Adult Services offers a range of services to meet the needs of Alexandria's elderly, with special emphasis on the needs of those most at risk of being institutionalized, minorities and low-income elderly. The Office provides staff support to the Commission on Aging for its advocacy, education and enrichment programs, and to the Commission on Persons with Disabilities for advocacy on behalf of City residents with disabilities.

<u>DIVISION: Community Programs</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>PROPOSED *</u>	<u>APPROVED *</u>
<u>Component: Office of Aging and Adult Services</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2006</u>
General Fund Expenditures	1,087,185	1,111,291	1,335,691	1,376,959
Total Expenditures	1,771,563	1,666,436	1,939,806	1,981,074
<u>FULL-TIME STAFFING</u>	29	29	30	30
* Approved General Fund and Total Expenditures reflect the inclusion of the cost of increased usage of the Senior Taxi Program (\$20,204); and approved supplementals for an additional 1.0 FTE Social Worker in the Companion Aide Services area to bring the caseload per Social Worker closer to the desired ratio (\$62,743), and \$45,602 to provide Home Health Care services to the eligible seniors living in the ARHA properties of Ladrey and Annie B. Rose. This increase also reflects costs to maintain current services and policies in contracted services. Also reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.				

HUMAN SERVICES

DETAIL BY DIVISION

The Office of Aging and Adult Services manages the following programs:

The District Home provides residential care for elderly and disabled individuals who are unable to care for themselves, but are not in need of nursing home care.

Birmingham Green provides nursing home care to those in need of such services. The District Home and Birmingham Green serve residents of Alexandria as well as residents of Fairfax, Fauquier, Loudoun and Prince William counties.

Auxiliary Grant programs provide payments for care of elderly and disabled persons who are still relatively mobile in licensed adult homes.

Adult Protective Services consists of the identification, receipt, and investigation of complaints and reports of adult abuse, neglect, and/or exploitation.

In-Home Services to Elderly provides companion aide services to elderly and disabled low-income citizens so they can remain in their own homes.

The Adult Day Health Care Program, located in the Lee Center, provides daily meals and social activities for up to 24 impaired seniors who cannot be alone during the day.

The Special Transportation Unit provides transportation to and from senior centers and for shopping and special trips for older Alexandrians through a fleet of three buses and two vans. The Special Transportation Unit also provides daily bus service for Old Town employees to and from the City parking lot.

The Senior Centers program provides a group setting at two sites (the Charles Houston Senior Center and the St. Martin de Porres Senior Center) where elderly Alexandria residents receive nutritious daily lunches and the opportunity to participate in arts and crafts, music, exercise, nutrition and health promotion seminars, field trips, and other activities.

Contracted Services include home-delivered meals, a Senior Taxi program, a long-term care ombudsman program, and legal services.

Rent Relief provides an annual grant of up to \$2,500, on a sliding scale, to income-eligible elderly and/or disabled persons to offset the cost of their rental obligations.

Life Safety Alert program allows participants, through the use of a medical emergency transmitter, to summon emergency medical help with the push of a button.

Pre-Admission Screening provides for community-based assessment for authorization of Medicaid-funded nursing home services, personal care waiver services and adult day care services.

HUMAN SERVICES

DETAIL BY DIVISION

Other Services provided include extensive information and referral services; and outreach workers who conduct in-home visits, needs assessment and short-term case management services to elderly residents who are in need.

INDICATORS AND MEASURES

OBJECTIVE: [Office of Aging and Adult Services] To help seniors and disabled adults maintain their independence.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of reports of abuse, neglect or exploitation of adults*	117	152	147	185	200
Percentage of abuse/neglect cases where risk was removed within State standards**	98 %	100 %	92 %	95 %	96 %
Percentage of cases without additional reports of abuse or neglect in the past year	95 %	98 %	95 %	95 %	96 %
Number of persons served at Adult Day Services Center (ADSC)	40	34	25	35	40
Percentage of days that ADSC provides services at capacity	75 %	70 %	65 %	70 %	75 %
Percentage of individuals needing residential arrangements who are placed in Northern Virginia or near their families	80 %	73 %	90 %	85 %	85 %

* Increase can be attributed to the rise in the number of individuals aging in place who need services.

** State standards are for risk removal within 45 days or alternative living arrangements (when needed) within 60 days.

The Office for Early Childhood Development (OECD) offers guidance to families in locating and securing quality child care, provides a subsidy to income-eligible families to help them meet their child care needs, and provides training and support services to child care homes and child care centers. The City provides funding for numerous early childhood education and child care programs through several funding sources and accounts.

<u>DIVISION:</u> Community Programs	ACTUAL	AMENDED	PROPOSED	APPROVED
Component: Office for Early Childhood Development	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u> *	<u>FY 2006</u> *
General Fund Expenditures	377,714	403,627	402,597	410,137
Total Expenditures	379,773	374,294	369,153	439,881
<u>FULL-TIME STAFFING</u>	12	12	12	12

* Reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.

HUMAN SERVICES

DETAIL BY DIVISION

The following Addendum Table I, "Funding for Early Childhood Education and Child Day Care Programs" illustrates the numerous funding sources the City utilizes for the many early childhood education and child care programs offered through the Office for Early Childhood Development.

Addendum Table I FUNDING FOR EARLY CHILDHOOD EDUCATION AND CHILD DAY CARE PROGRAMS (City, State & federal)	FY 2006 Approved
Head Start (Administered by OECD)	\$1,898,822
TANF Working and Transitional Child Care (TCC)	1,376,989
Child Day Care Fee System (estimated federal/State/local funds)	3,962,610
Campagna Kids Program	1,669,000
Mini-Grants Program	50,000
Comprehensive Services for At-Risk Children (Children's Fund)	1,098,954
Accountability Before/After School Program at Tucker School	311,000
Total	<u>\$10,367,375</u>

The Office for Early Childhood Development manages the following programs:

The Office for Early Childhood Development administers the contract for the Campagna Kids Before and After School Program, which provides quality out-of-school-time services, with enriched activities, for school-age children enrolled in Alexandria City Public Schools. The Campagna Kids program serves students at the following City elementary schools: John Adams, Charles Barrett, Cora Kelly, Patrick Henry, Jefferson-Houston, Douglas MacArthur, George Mason, Maury, Lyles Crouch, Mt. Vernon, James K. Polk and William Ramsay. Another program is Tucker Campagna Kids, which is a model out-of-school-time program that provides enhanced recreational and educational opportunities at the Samuel W. Tucker School in the west end of the City.

The federal child care assistance programs administered by the Office for Early Childhood Development provide full or partial child care payments and related services to low income families. Many are clients of *Alexandria Works!* who receive TANF or Transitional Child Care to help them leave public assistance and become self-sufficient. Others are families who need a subsidy through the Child Day Care Fee System to help them access job training or maintain their employment.

HUMAN SERVICES

DETAIL BY DIVISION

In FY 2003, a \$64,400 designation was made in the Department's budget to supplement the family child care provider maximum reimbursable rate that was established by the State, pending a new State market rate survey, and \$80,000 was added to supplement the eligibility level for the Child Day Care Fee System for four year old children attending accredited programs in the City. The Center Directors who are in charge of applying the higher eligibility levels reported to the Office for Early Childhood Development that the monies set aside for supplementing the eligibility levels of children could better be used as supplements to the maximum reimbursable rates for accredited child care centers. In FY 2004, City Council approved the addition of \$200,000 to increase family day care home provider rates to increase the earned income of family day care home providers by increasing all existing rates for the family home day care providers by 8.75 percent.

Effective September 1, 2004, the Virginia Department of Social Services implemented rate increases for both child care centers and family child care providers. The center rates increased dramatically; therefore, the \$80,000 mentioned above was no longer needed to supplement center rates. On December 22, 2004 the Department of Human Services received written permission from the Commonwealth of Virginia, Department of Social Services, to expand the eligibility scale from 185% of the Federal Poverty Level for Child Care and Development Fund (CCDF) families to 250% of the Federal Poverty Level. This expansion of eligibility is a major initiative in expanding the assistance to be provided to preschool children. The center director's association voted to apply the \$80,000 supplement to an increase in the eligibility level for the Fee System from 185% to 250% of poverty, thus allowing this expansion to begin in FY 2005. Funds are included in the FY 2006 adjustments to maintain current services and policies to continue this initiative.

The Alexandria Head Start program is a comprehensive early childhood development program serving 268 low-income preschool age children and their families and is located at George Washington Middle School, Cora Kelly, Jefferson-Houston, Mt. Vernon, John Adams and Samuel Tucker Elementary schools, and Northern Virginia Community College. This program provides early childhood education, medical and dental screening and follow-up, referrals for social services and mental health treatment, nutritional meals and snacks, and encourages strong parental involvement. In FY 2004, the Campagna Center, in partnership with the Department of Human Services, applied for and was awarded a federal Early Head Start grant. The grant began operation on October 1, 2003. Early Head Start will provide services to a total of 60 infants and toddlers: 16 in two infant/toddler classrooms located at the George Washington Middle School annex; 20 in family child care homes; and 24 in a home-based program.

During FY 2004 and FY 2005, the OECD collaborated with ZERO TO THREE, a nationally recognized organization that focuses on training and research in the development of children from birth through age three, on a proposal to the U. S. Department of Education. In September of 2003, ZERO TO THREE was awarded a grant of more than \$1.8 million which funds an eighteen month program of professional development that is currently serving 95 child care center teaching staff, center directors, and family child care providers in the City.

HUMAN SERVICES

DETAIL BY DIVISION

The City's Mini-Grant Program provides up to \$50,000 each year for quality enhancement activities to child care centers, family child care providers, and other groups serving at-risk children.

Information on the City's Comprehensive Services for At-Risk Children, known as the Children's Fund is now located in the section entitled Community Partnership, Youth and Children's Funds, located in this section of the document.

INDICATORS AND MEASURES

OBJECTIVE: [Office for Early Childhood Development] To create opportunities for low-income children to be successful in school and life.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Monthly average number of children in subsidized child care*	804	699	726	750	775
Percentage of children at child care centers	39 %	37 %	39 %	40 %	40 %
Percentage of children at centers in accredited programs **	89 %	86 %	52 %	60 %	60 %
Percentage of children in Head Start whose developmental progress is at or above average***	71 %	100 %	85 %	80 %	80 %

* The numbers of children served depend on the federal and State funding available each year and the eligibility level.

** In response to the significant drop, as evidenced as beginning in FY 2004, in this measure, the Office for Early Childhood Development has developed a plan to increase their efforts to educate parents on what to look for in quality childcare.

*** The increase in the scores for FY 2003 was unusually large and not sustainable. The increase from FY 2002 to FY 2004, on the other hand, was substantial, yet reasonable and more easily sustained, given the challenges presented by the enrollment in the program of an increasing number of children with limited English proficiency.

The Office of Community Services (OCS), with the Economic Opportunities Commission serving as its advisory body, is Alexandria's Community Action Agency. OCS programs and services target the economically disadvantaged, low-income working poor, the homeless and near homeless, ex-offenders, and recent immigrants.

<u>DIVISION:</u> Community Programs	ACTUAL	AMENDED *	PROPOSED **	APPROVED**
Component: Office of Community Services	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2006</u>
General Fund Expenditures	1,318,350	1,522,225	1,579,611	1,595,416
Total Expenditures	3,980,055	4,219,791	4,258,949	4,211,566
<u>FULL-TIME STAFFING</u>	13	13	13	13
<p>* Reflects the approved supplemental request of \$150,000 to increase the monies available to assist clients with short-term Emergency Assistance needs.</p> <p>** Reflects a proportionate share of the Department's vacancy factor of \$304,967. The Proposed FY 2006 expenditures are changed in the Approved budget from the Proposed budget to more accurately reflect the distribution of the vacancy factor.</p>				

HUMAN SERVICES

DETAIL BY DIVISION

The Office of Community Services manages the following programs:

The Homeless Intervention Program prevents evictions and foreclosures resulting from a financial crisis beyond the control of the household. Financial assistance is available for up to six months, while families develop service plans to regain self-sufficiency.

If prevention options are unsuccessful, Eviction Assistance and Storage offers moving and two months storage for eligible households confronted with immediate eviction. Households are referred to emergency shelters in the City while alternative housing arrangements are developed.

The Office of Community Services manages service delivery and the operating contract with The Salvation Army to run the 65 bed Alexandria Community Shelter. OCS also works closely with public and private providers, including Carpenter's Shelter, to move shelter residents in the City toward stable housing.

The Transitional Assistance Program provides one element of planning for shelter residents. Financial assistance, up to one-half of the security deposit and one-half of the first three months rent, housing and financial counseling is available to help eligible families and individuals make the transition from an Alexandria homeless shelter or an overcrowded situation to stable housing.

The Community Services Program offers short term eviction prevention and emergency assistance, and crisis intervention services under the Community Services Block Grant (CSBG). The Emergency Shelter Fund and the Emergency component of the General Relief Program provide one and two months of assistance respectively in a twelve month period to eligible families with dependent children. CSBG short-term programs are supplemented by contributions from charitable organizations in the community for emergency food, utility, medical and transportation needs.

The Virginia Energy Assistance Program provides winter fuel assistance and summer cooling assistance for eligible low-income households.

Virginia CARES, the Community Action Re-entry System, provides post-release services to ex-offenders released from the State correctional system and their family members. Services include temporary shelter and permanent housing referrals, referrals for basic needs, transportation, counseling, support groups, financial assistance, job development and referrals for employment and training.

HUMAN SERVICES

DETAIL BY DIVISION

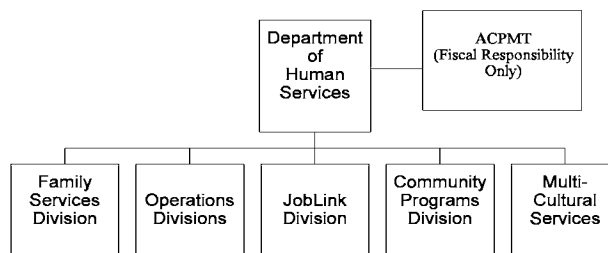
INDICATORS AND MEASURES

OBJECTIVE: [Office of Community Services] To help low-income residents stabilize and enhance their lives.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total number of households sheltered (Alexandria Community Shelter (ACS))	254	203	224	210	210
Percentage of available ACS beds used nightly	86 %	78 %	75 %	80 %	80 %
Percentage of households served by ACS who obtained stable housing	43 %	36 %	41 %	40 %	40 %
Total number of families served by the Homeless Intervention Program (HIP)	192	143	147	190 *	190
Percentage of households served by HIP with stable housing six months after case closed	77 %	89 %	81 %	70 %	70 %
Total number of Virginia CARES clients served **	237	272	178	250	250
Percentage of Virginia CARES clients who are reincarcerated within one year of release on a new felony charge	0 %	20 %	10 %	10 %	10 %

* Additional local revenue approved in FY 2005 (\$150,000 supplemental request) will expand services to more households.

** Program Specialist was on extended FMLA leave for surgery during FY 2004.



MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

720 North Saint Asaph Street • Alexandria, VA 22314 • 703.838.4455
L. Michael Gilmore, Ph.D., Executive Director • mike.gilmore@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide treatment, training and support to Alexandria residents with mental illness, mental retardation, or substance abuse problems in order to help these persons eliminate, reduce, or cope with their disabilities, and to provide education and support to adults, youth, and children in an effort to diminish the incidence and severity of mental disabilities and substance abuse throughout Alexandria.

The Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) is responsible for implementing and managing the policies, programs and plans of the Alexandria Community Services Board (CSB). The 16-member Alexandria Community Services Board was established in 1969 in accordance with Virginia Code 37.1, Chapter 10. The mission of the Board is:

- Serving Alexandrians through community-integrated mental health, mental retardation and substance abuse services;
- Creating an environment promoting the highest functioning and quality of life; and
- Providing prudent resources allocation, leadership and advocacy, family support and education.

OBJECTIVES:

- To establish a Safe Haven residential program for chronically homeless persons with mental illness.
- To provide vocational and day support services for developmentally disabled youth transitioning from school into the community.
- To expand the needs assessment process to maximize input from other City and community agencies, staff, and consumers and their families, in order to enhance services and long-term planning.
- To address gaps identified in the accessibility and corporate compliance plans.
- To increase professional development opportunities.
- To review consumer records and assess consumer satisfaction.
- To provide brief, time-limited services, such as emergency mental health care and short-term outpatient care, to residents in need of treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.
- To provide long-term services, such as residential, vocational, day support and case management, to residents with serious mental illness, mental retardation or substance abuse problems.
- To diminish the incidence and severity of mental disabilities and substance abuse through the provision of educational, consultative, outreach, public information and volunteer services.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	18,689,845	19,970,436	20,830,725	21,428,069
NON-PERSONNEL	4,396,482	4,710,899	5,005,660	5,005,660
CAPITAL GOODS OUTLAY	<u>53,837</u>	<u>21,000</u>	<u>116,830</u>	<u>116,830</u>
TOTAL EXPENDITURES	<u>23,140,164</u>	<u>24,702,335</u>	<u>25,953,215</u>	<u>26,550,559</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	11,073,689	11,043,940	11,185,179	11,185,179
INTERNAL SERVICES FUND	<u>74,879</u>	<u>21,000</u>	<u>115,000</u>	<u>115,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>11,148,568</u>	<u>11,064,940</u>	<u>11,300,179</u>	<u>11,300,179</u>
GENERAL FUND	<u>11,991,596</u>	<u>13,637,395</u>	<u>14,653,036</u>	<u>15,250,380</u>

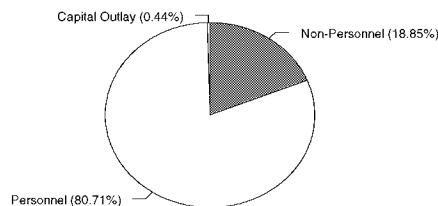
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 11.8%

FULL-TIME POSITIONS	257	268 *	276	278 **
PART-TIME POSITIONS (FTE)	70.87	69.72	71.32	70.32
TOTAL AUTHORIZED POSITIONS	327.87	337.72	347.32	348.32

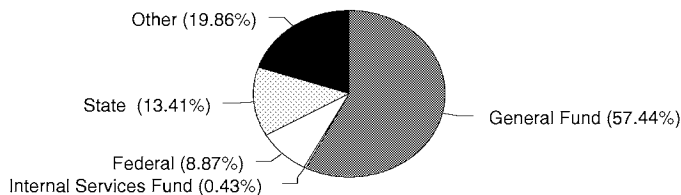
* FY 2005 position count is amended to reflect the elimination of 1.0 full-time FTE as an expenditure reduction, the addition of 9.0 full-time and two 0.50 part-time FTEs as part of the approved Safe Haven supplemental request, and a net increase of 3.0 full-time FTEs and decrease of 2.15 part-time FTEs as approved by City Council in June 2004 as part of the FY 2005 Plan of Services.

** FY 2006 Approved reflects the addition of 8.0 full-time FTEs and 1.6 part-time FTEs included in recommended supplemental requests and reflects the addition of 2.0 full-time FTEs and a decrease of 1.0 part-time FTEs as approved by City Council in June 2005 as part of the FY 2006 Plan of Services.

FY 2006 Approved Expenditures by Type



FY 2006 Approved Expenditures by Fund



MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$860,289, or 4.3 percent. This increase is attributable to the cost of employee merit adjustments, other adjustments to maintain current services and policies, and to proposed supplemental budget requests described below. This increase is partially offset by the application of a vacancy factor of 4.8 percent, or \$1,029,667.
- Non-Personnel - FY 2006 increase in non-personnel is \$294,761, or 6.3 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.
- Capital Outlay – FY 2006 increase in capital outlay is \$95,830, or 456.3 percent. This is due to the scheduled replacement of six vehicles in FY 2006, versus the replacement of one vehicle in FY 2005.

Adjustments to Maintain Current Services and Policies

- \$504,892 increase in grant-match to cover merits and benefit increases for grant-funded positions. This reflects the impact of State aid which has not been increasing at the same rate as costs.
- \$49,742 increase in multi-year contracts for vocational, residential and day support services
- \$44,888 for a new full-time position to maintain records at 4480 King Street site to meet HIPAA privacy law requirements
- \$43,348 in increased costs for food, housekeeping, janitorial supplies, and condo fees in existing residential programs
- \$26,317 for increased lease costs
- \$25,410 for increased pharmacy costs

City Council Approved

- The Approved FY 2006 General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- Subsequent to budget adoption, on June 14, 2005 the City Council approved the Department's amended FY 2006 Plan of Services, which resulted in an increase of 2.0 full-time positions, off-set by a decrease of 1.0 part-time positions. No additional General Fund monies are needed for these positions.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

Supplemental Budget Requests

Approved

- “Contracting-in” for facility maintenance Net \$0
48 of the Department’s 63 residential units are owned by Sheltered Homes of Alexandria (SHA), an incorporated not-for-profit organization. SHA currently contracts out for facility maintenance. The Department proposes hiring 4.0 full time staff to perform the same maintenance duties, which will allow for more timely repairs and better quality control. The costs will be off-set by lower rent payments to SHA and client fees.
- Residential Risk Management: After-hours and weekend coverage \$132,485
This request provides funding for one full-time Assistant Residential Coordinator and additional stand-by pay for current residential staff, to improve after-hours and weekend coverage and supervision in residential programs. In addition, \$50,000 is recommended to purchase nursing services. Currently, 174 consumers receive services in 10 group homes and 53 apartments.
- Upgrade supervision in three apartments \$53,931
This funding will provide for two part-time (0.75 FTE and 0.45 FTE) residential counselor positions to upgrade three mental health apartments from low-supervision to high-supervision.
- Residential risk management: Awake over-night staff \$68,520
This will provide for 1.0 FTE and 0.4 FTE Residential Counselor positions to provide awake overnight coverage at one Mental Health/Substance Abuse group home, which is an Assisted Living Facility.
- Transitioning MR Youth \$112,003
This funding will provide vocational and day support services for youth with mental retardation who are transitioning from federally-mandated public schools programs to community-based adult services.

Not Approved

- \$61,934 for a new Therapist I for Substance Abuse Outpatient/Methadone Program
- \$74,432 for a Therapist III to provide on-site services at pre-schools. This position is currently funded by the Children’s Fund and staff is supervised by DHS.
- \$12,000 for accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF) for non-mandated programs
- \$143,000 to replace federal Title IV-E funding, to prevent out-of-home placement for at-risk children. Since loss of the federal funding is not imminent, the budget recommends designating \$143,000 in General Fund Balance for this purpose. (See *Revenue Issues* below.)

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$1,029,667 described above, the budget was reduced by \$42,299 for efficiency reductions, including the reclassification of the Quality Improvement Division Director position to a Records/Compliance Manager position.

Revenue Issues

- The department anticipates the possible loss of \$143,000 in federal Title IV-E funds in FY 2006. The money currently funds two therapists who work in the home based program with at-risk children and their families. New criteria for federal reimbursement are narrower than in the past and the department anticipates few children will be eligible for Title IV-E reimbursement. In recognition of this possibility, the budget proposes a designation of fund balance of \$143,000.
- The department recently received notification of a federal HUD grant award for \$163,824 over a three-year period, for a Safe Haven program to serve up to 12 men and women who are chronically homeless. The City appropriated a maximum of \$111,891 in operating funds for this program beginning in FY 2005. The CSB has agreed that if grant or fee revenues do not meet the budget in subsequent fiscal years, the Board will reallocate its existing base budget resources to finance any shortfall. If not necessary to meet other MHMRSA budget needs in FY 2005, funds appropriated but not used for this purpose in FY 2005 may be carried over to FY 2006 and will be available to assist (if needed) with funding capital costs.

DETAIL BY DIVISION

The Community Services Board Administration (CSB) Division provides professional and clerical support for the Alexandria Community Services Board and manages the financial, management information, public information, human resources, compliance, records management, risk management and volunteer coordination services for the Department of Mental Health, Mental Retardation and Substance Abuse. It should be noted that the Quality Improvement function is included in CSB Administration. Although this was shown as a separate Division in FY 2005, many supervisory duties of the Division Director have been successfully allocated to other staff and the position has been reclassified as a Records/Compliance Manager, as part of the department's efficiency reduction savings.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

<u>DIVISION:</u> CSB Administration	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	2,845,252	2,522,938	2,531,421	2,605,036
Total Expenditures	2,962,814	3,047,495	3,087,267	3,160,882
<u>FULL-TIME STAFFING</u>	34	33 *	34**	34 **
* The decrease in FTEs in FY 2005 reflects the elimination of 1.0 full-time FTE as an expenditure reduction. ** The increase in FY 2006 is 1.0 FTE full-time records administrator position for the new 4480 King Street location.				

The Acute Care Services Division offers services to citizens who are in need of brief counseling, treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.

<u>DIVISION:</u> Acute Care Services	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	4,831,113	5,871,037	6,155,678	6,400,327
Total Expenditures	9,000,590	9,652,118	9,979,862	10,224,511
<u>FULL-TIME STAFFING</u>	99	103 *	104 **	106 ***
* The increase in FTEs in FY 2005 reflects changes approved by City Council in June 2004 as part of the FY 2005 Plan of Services (4.0 FTEs, consisting of 3.0 new and 1.0 reallocated from Prevention & Early Intervention). ** The 1.0 FTE increase in FY 2006 reflects an approved supplemental request by the Sheriff's Office for a bilingual mental health therapist in the Alexandria Detention Center, who would be supervised by the Department of MHMRSA. *** The 2.0 FTE increase in the Approved FY 2006 budget reflects changes approved by City Council in June 2005 for the department's FY 2006 Plan of Services. This includes a full-time Therapist III and a full-time Therapist I. No additional general fund monies are needed for these positions.				

The following information is provided as a brief explanation of the Acute Care Services division's programs and expenditures. Facility costs and shared costs shown in the Administration Division Table (Department Administration, MIS, Reimbursement, Finance, Human Resources, Compliance and Records Management) have been allocated to the individual programs in the list below, to provide a true program cost.

FY 2006 Approved All Funds

Outpatient Services offers psychotherapy, supportive counseling and medication management to persons with mental illness; performs court-ordered psychiatric evaluations; and provides counseling and education to help individuals with substance dependency learn to deal with their addictions and support alcohol and drug free lifestyles. \$5,051,822

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

Intensive In-Home Services provides crisis oriented, short term treatment and case management services to Alexandria families in which one or more children are at imminent risk of placement out of the home or are being reintegrated into the family from out-of-home placement, such as residential treatment or foster care. Through timely and intensive intervention at the time of crisis, the program seeks to prevent out-of-home placements of children and strengthen and improve child and family functioning. \$1,239,752

Emergency Services assists individuals who are in crisis and may be in danger of harming themselves or others. Staff provides and/or arranges for services as necessary to resolve the emergency. Services are available 24 hours daily and are provided at INOVA Alexandria Hospital or in the community as needed. Emergency Services staff also arrange for temporary psychiatric detention and commitment as needed. \$925,794

Detoxification Services includes a non-medical residential detoxification program. The Detox program provides supervision of consumers in withdrawal from alcohol and/or drugs as well as education on the effects of alcohol and drugs. The program also accepts police diversion of intoxicated persons who would otherwise be jailed. \$1,709,243

Methadone Services provides consumers with clinical/ physical assessments and medical care; methadone detoxification and maintenance; group, individual and family counseling; HIV testing and counseling; vocational counseling on an individual basis; and case management. \$946,703

Day Treatment Services is a specialized unit in the Alexandria Detention Center offering integrated mental health and substance abuse services in a Critical Care Unit serving inmates experiencing psychiatric crisis, and two "Sober Living" units providing intensive substance abuse treatment. In addition, staff work with inmates in the general population who need evaluation, medication or treatment. \$519,894

Early Intervention Services provides for the assessment of infants with known or suspected developmental problems (e.g., Down Syndrome, Muscular Dystrophy), and the development and coordination of services to address these problems, while developing a family's capacity to provide for the on-going developmental needs of its children. \$652,619

TOTAL ACUTE CARE EXPENDITURES (including shared facility and administrative costs) \$11,045,827

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [ACUTE CARE SERVICES] To provide brief, time-limited services, such as emergency mental health care and short-term outpatient care, to residents in need of treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of mental health adult outpatient consumers served *	1,576	1,670	1,798	1,750	1,750
Number of substance abuse adult outpatient consumers served *	1,138	1,063	823	850	850
Percentage of mental health and substance abuse adult outpatient consumers discharged from the program who partially or fully meet treatment goals as assessed by clinician and consumer (goal = 75%)	N/A	77 %	79 %	79 %	79 %
Number of Youth & Family program consumers served *	N/A	N/A	298	300	300
Percentage of mental health and substance abuse children aged 4-18 who show improved behavior as assessed by their therapist and based on parent or guardian input on the CAFAS assessment	N/A	51 %	60 %	60 %	60 %
Number of children and families served in the Intensive In-Home program	125	127	142	140	140
Percentage of youth who enter the Intensive In-Home program living "at home" who maintain the home placement while in the program ***	N/A	N/A	99 %	95 %	95 %
Number of consumers served in the Detox Program	656	522	432	500	500
Of Detox consumers who return to the program within 90 days, percentage who have a mental health diagnosis in addition to a substance abuse diagnosis (0% of consumers having only a substance abuse diagnosis will return to the program within 90 days) ***	N/A	N/A	73 %	80 %	90 %
Number of consumers served in the Methadone program	284	171	173	175	175
Percentage of Methadone consumers who participate in meaningful daytime activities (includes work, school, parenting or vocational activities)	43 %	41 %	89 %	80 %	80 %
Number of infant consumers served who were at risk of developmental delays	327	320	295	300	300
Percentage of children served in the Parent Infant Education Program who in their annual review show improvement in at least one area of development or have progressed to age appropriate development after receiving therapeutic services (goal = 75%)* *	N/A	82 %	90 %	85 %	85 %
Number of consumers in crisis served by the Emergency Services program	940	994	691	700	700
Percentage of consumers receiving emergency services who report a "more hopeful" mental status as a result of emergency service (goal = 75%) ***	N/A	N/A	87 %	85 %	85 %
Number of consumers served in the Sober Living program in the Jail **	N/A	160	141	140	140
Percentage of consumers in the Sober Living Program in the Jail who report progress toward meeting goals as collected three times during the 90-120 day program **	N/A	92 %	89 %	95 %	95 %

* Prior to FY 2004, Mental Health and Substance Abuse Outpatient consumers served included Youth and Family consumers. Beginning in FY 2004, Youth and Family consumers are shown separately.

** New measure in FY 2003.

*** New measure in FY 2004.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

The Extended Care Services Division offers long-term residential, day support and case management services to citizens with serious mental illness, mental retardation or substance abuse problems. Residential programs include group homes, supervised apartments and drop-in help for people who live on their own. Day support programs provide residents opportunities to become employed in sheltered or competitive jobs. Case managers coordinate care and help residents maintain benefits and access other services.

<u>DIVISION:</u> Extended Care Services	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	3,911,068	4,793,023 *	5,498,432	5,743,976
Total Expenditures	9,973,572	11,119,251	11,985,507	12,231,051
<u>FULL-TIME STAFFING</u>	112	121 **	127 ***	127 ***
<p>* Increased funding includes approved supplemental requests for a Safe Haven facility, and vocational and day support for youth transitioning out of high school.</p> <p>** The increase of 9.0 FTEs in FY 2005 reflects an approved supplemental request to establish a Safe Haven facility for chronically homeless persons in Alexandria.</p> <p>*** The increase of 6.0 FTEs in FY 2006 reflects the approved supplemental requests to contract-in facility maintenance (4.0 FTEs), hire an after hours Assistant Residential Coordinator (1.0 FTE), and hire awake overnight staff (1.0 FTE) at an Assisted Living Facility (ALF) group home.</p>				

The following information is provided as a brief explanation of the Extended Care Services division's programs and expenditures. Facility costs and shared costs shown in the Administration Division Table (Department Administration, MIS, Reimbursement, Finance, Human Resources, Compliance and Records Management) have been allocated to the individual programs in the list below, to provide a true program cost.

FY 2006 Approved All Funds

Case Management Services provides support to consumers by providing outreach, information and referral; linking consumers to services and providing service coordination; advocating for consumer needs; and monitoring consumer progress. \$2,071,328

SA Day Support Services/Patrick Street Clubhouse provides an intensive group treatment program five days a week for four and one-half hours a day for consumers who have had significant substance dependencies who might otherwise require residential care. The Patrick Street Clubhouse (which has moved to 4480 King Street) offers structured activities and social support, enabling consumers with severe mental illness to maintain a more active and independent lifestyle and avoid hospitalization. \$1,038,162

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

<u>Homeless Outreach Services</u> provides outreach to consumers living in shelters or without shelter. Services include screening and diagnostic treatment, case management, and referrals for primary healthcare providers, treatment at the Alexandria Mental Health Center and/or alcohol and drug treatment.	\$186,506
<u>Vocational Services</u> provides work related activities and sheltered employment for persons who need on-going supervision; job coaches for persons who need short term on-the-job training and follow-up services; and job opportunities for small groups of individuals providing services to area businesses under staff supervision.	\$1,495,805
<u>Residential Services</u> offers a range of supervised living arrangements including group homes, supervised apartments and supported living services (consumers rent their own residence and program staff provide varying levels of support and supervision).	\$9,012,387
<u>Family Support</u> is a combination of financial assistance, services and technical supports that provides assistance for families to maintain a family member with mental retardation at home.	\$5,468
TOTAL EXTENDED CARE DIVISION EXPENDITURES (including shared facility and administrative costs)	<u>\$13,809,656</u>

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [EXTENDED CARE SERVICES] To provide long-term services, such as residential, vocational, day support and case management, to residents with serious mental illness, mental retardation or substance abuse problems. /1

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of adults with MR who are served in MH/MR/SA programs	190	174	166	175	175
Percentage of consumers with MR who are satisfied with their current living situation	92 %	87 %	87 %	90 %	90 %
Number of consumers participating in psycho-social rehabilitation in a 'Clubhouse' environment	119	132	146	150	150
Percentage of consumers participating in the psycho-social rehabilitation in the Clubhouse program who remain in the community without hospitalization *	N/A	83 %	75 %	80 %	80 %
Percentage of consumers discharged from State hospitals who are seen face-to-face by a non-emergency staff member within 7 days of discharge	79 %	77 %	85 %	85 %	85 %
Number of consumers living in a CSB funded group home or apartment	241	222	238	238	238
Percentage of consumers leaving a residential program who move to a similar or more independent living situation	67 %	58 %	64 %	64 %	64 %
Number of MHMRSA consumers receiving supported employment services who work in a competitive setting	75	77	63	77	70
Number of mental health consumers receiving case management services	826	790	701	750	750
Percentage of MH/SA consumers who maintain or improve functioning in four areas: acceptance of illness, medication compliance, alcohol/drug abuse and impulse control, as assessed quarterly **	N/A	N/A	57 %	75 %	75 %
Number of consumers with MR receiving either day support or sheltered or group employment services	72	76	79	75	75
Percentage of consumers with MR who are satisfied with their daily activities at day support or at work	86 %	83 %	90 %	85 %	85 %

/1 Data have been changed from previously published documents.

* New measure in FY 2003

** New measure in FY 2004

The Prevention and Early Intervention Division provides services that enhance the well-being and resiliency of Alexandrians through mental health promotion and substance abuse and mental retardation prevention and early intervention.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Prevention/Early Intervention</u>				
General Fund Expenditures	404,163	450,397	467,505	501,041
Total Expenditures	1,203,188	883,471	900,579	934,115
<u>FULL-TIME STAFFING</u>	12	11 *	11	11
* The decrease in FTEs in the FY 2005 budget reflects the FY 2005 Plan of Services transfer of partial positions to the Acute Care Services Division to more accurately reflect the service activities of the positions.				

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

The following information is provided as a brief explanation of the Prevention/Early Intervention division's programs and expenditures. Facility costs and shared costs shown in the Administration Division Table (Department Administration, MIS, Reimbursement, Finance, Human Resources, Compliance and Records Management) have been allocated to the programs in the list below, to provide a true program cost.

FY 2006 Approved All Funds

Prevention Services include science-based model services to the public or target groups designed to help people develop attitudes and habits of healthy behavior that will result in the prevention of substance abuse, mental health problems and mental retardation. \$892,331

Early Intervention Services are provided to high risk individuals from children through older adults and their families in the City's schools, recreation centers and other community locations. A wide range of science-based programming is offered, including parenting groups, anger management groups for preschool children and various substance abuse prevention groups. \$177,346

TOTAL PREVENTION/EARLY INTERVENTION EXPENDITURES

(includes shared facility and administrative costs)

\$1,069,677

INDICATORS AND MEASURES

OBJECTIVE: [PREVENTION AND EARLY INTERVENTION] To diminish the incidence and severity of mental disabilities and substance abuse in Alexandria through the provision of educational, consultative, outreach, public information and volunteer services.

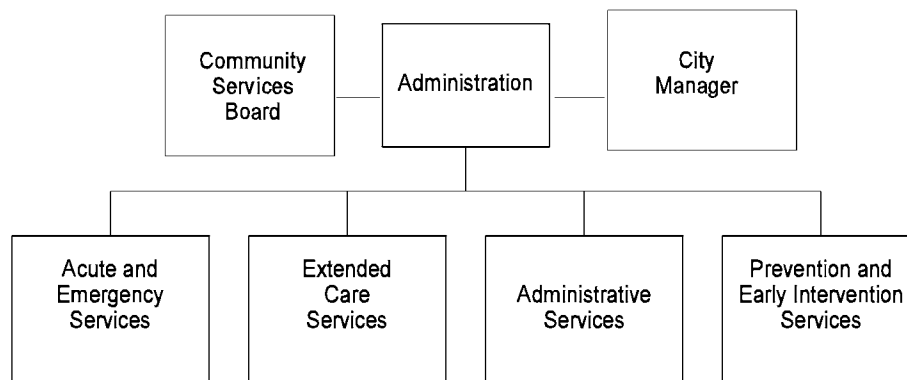
	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of Prevention Program presentations or consultations provided to the public *	7,157	13,681	6,333	6,000	6,000
Number of attendees at Prevention Program consultations or presentations *	78,497	85,573	59,519	60,000	60,000
Number of consumers receiving early intervention services **	214	477	441	200	200
Percentage of consumers with an increase in knowledge of risk behaviors as measured by pre- and post-tests administered in conjunction with Prevention Programs	88 %	91 %	87 %	87 %	87 %
Percentage of consumers who are satisfied with Prevention services, as assessed on a survey	95 %	94 %	93 %	93 %	93 %
Percentage of child consumers in preschools who show an increase in social skills evidenced by a change in score on the Preschool/Kindergarten Behavior Scale ***	N/A	N/A	64 %	65 %	65 %

* The number of presentations and contacts with the public increased in FY 2002 and FY 2003 due to the addition of federally-funded Community Resilience staff in response to 9/11 terrorism. The decreases in the number of presentations and contacts in FY 2004 and FY 2005 reflect the termination of Community Resilience funding in mid-FY 2004.

** The temporary increase in the number of consumers receiving early intervention services in FY 2003 was due to a federal grant-funded position that ended in FY 2004.

*** New measure in FY 2004.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE
DETAIL BY DIVISION



OTHER HEALTH ACTIVITIES

PROGRAM DESCRIPTION: This new section summarizes City contributions to regional and non-profit organizations that provide health care or health-related services to Alexandria residents. The City also provides funds to the Alexandria Health Department, a State entity.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>952,097</u>	<u>978,400</u>	<u>988,400</u>	<u>988,400</u>
TOTAL EXPENDITURES	<u>952,097</u>	<u>978,400</u>	<u>988,400</u>	<u>988,400</u>
SPECIAL REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>952,097</u>	<u>978,400</u>	<u>988,400</u>	<u>988,400</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 1.0%				

City Manager Proposed

- The Proposed FY 2006 General Fund budget for Other Health Activities is \$988,400, which represents a 1.0 percent increase from the Approved FY 2005 General Fund budget.
- Beginning in FY 2006, the appropriation to INOVA Alexandria Hospital, as with the Arlandria Health Center, is not included in the budget of the Alexandria Health Department, but in the new "Other Health Activities" section of the budget.
- Beginning in FY 2006, the budget of the Health Systems Agency is part of the new "Other Health Activities" section of the budget, rather than in "Other Planning and Economic Development Activities."

City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

PROGRAM DETAIL

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low income residents. Since the mid 1940s the Hospital has been exempt from the payment of real property and business tangible taxes to the City. In 1982 the City contributed \$315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed \$700,000 annually to the Hospital to help offset costs for indigent inpatient care. INOVA Alexandria Hospital has requested \$700,000 for FY 2006.

OTHER HEALTH ACTIVITIES

PROGRAM DETAIL

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>INOVA Alexandria Hospital</u>				
General Fund Expenditures	700,000	700,000	700,000	700,000

The Arlandria Health Center, (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a federal grant (of approximately \$554,000) to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. The three-year grant will increase to \$650,000 in years two and three. In order to operate as a CHC and to comply with federal regulations, ANHSI hired new staff and changed the Board's composition during 2004. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center provides basic primary care services, including mental health services and dental care, to anyone who walks through the door. The Arlandria Health Center is no longer a clinic of the Alexandria Health Department and the Health Department provides no administrative support to the Health Center.

In addition to expanding its array of primary care services and serving men, the Arlandria Health Center will continue to provide comprehensive reproductive and gynecological care for women including family planning, sick care, nutrition counseling, testing for pregnancy, screening for tuberculosis, diabetes, HIV and other illnesses, and referral to INOVA Alexandria Hospital or other providers as indicated. Services for children include well and sick care, immunizations, health assessment, and referral for services. Certification and participation in the Supplemental Nutrition for Women, Infants, and Children (WIC) program is an integral component of services provided at the Arlandria Health Center. Families are also assisted in applying for Medicaid or FAMIS (Family Assistance Medical Insurance Services) coverage for their children. The entire staff of the clinic is bilingual, most in English and Spanish. The Health Center experienced 8,149 patient visits in FY 2004.

In FY 2005, the Arlandria Health Center received an approved supplemental appropriation of \$25,000 specifically for increased occupancy costs in a new facility. The move did not take place in FY 2005 as planned, but will take place in FY 2006. The \$25,000 appropriation remains, however, in the Center's base budget for FY 2006. The Center requested \$325,000, an increase of \$60,000, or 22.6 percent, for FY 2006. The increase was to pay for the move. An increase of \$10,000 is approved. When added to the \$25,000 the Center received in FY 2005, and the \$25,000 already in the base budget for FY 2006, the Health Center's requested increase of \$60,000 is met.

OTHER HEALTH ACTIVITIES

PROGRAM DETAIL

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>ARLANDRIA HEALTH CENTER</u>				
General Fund Expenditures	240,000	265,000 *	275,000 **	275,000 **
* Reflects a supplemental request increase of \$25,000 for new facility costs.				
** Reflects an approved increase of \$10,000.				

The Health Systems Agency of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, the Health Systems Agency was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute ten cents per capita to the Health Systems Agency for FY 2006.

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA</u>				
General Fund Expenditures	12,097	13,400	13,400	13,400

HOUSING

421 King Street, Second Floor • Alexandria, VA 22314 • 703.838.4990
Mildrilyn Davis, Director • mildrilyn.davis@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: To preserve and to expand decent, safe and affordable housing opportunities for City residents, primarily low and moderate-income families, to encourage residential and commercial revitalization, to monitor compliance with fair housing laws, and to facilitate compliance with State and local laws affecting landlord-tenant rights and responsibilities.

OBJECTIVES:

- To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.
- To provide assistance to low and moderate-income, first-time home buyers who have lived and/or worked in the City of Alexandria for at least six months to purchase homes in the City of Alexandria. Income-eligible police officers and deputy sheriffs are eligible for additional assistance if they purchase in Police-designated target areas.
- To provide no-interest rehabilitation loans to low and moderate-income homeowners in the City of Alexandria.

TOTAL FINANCIAL RESOURCES *

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,333,683	1,555,192	1,620,407	1,668,085
NON- PERSONNEL	4,794,821	2,283,426	2,125,615	5,775,615
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>6,128,504</u>	<u>3,838,618</u>	<u>3,746,022</u>	<u>7,443,700</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>5,087,990</u>	<u>2,383,533</u>	<u>2,120,650</u>	<u>3,010,465</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>5,087,990</u>	<u>2,383,533</u>	<u>2,120,650</u>	<u>3,010,465</u>
GENERAL FUND	<u>1,040,514</u>	<u>1,455,085</u>	<u>1,625,372</u>	<u>4,433,235</u>

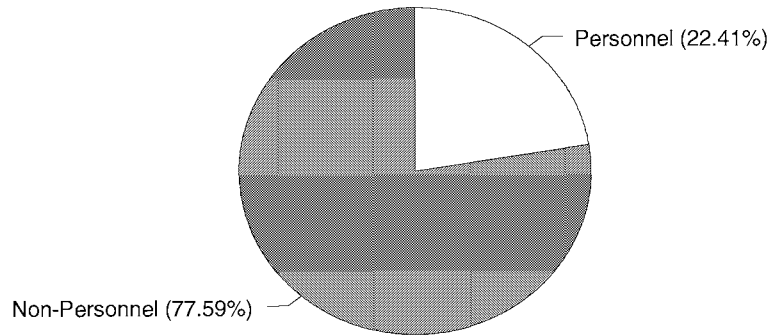
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 204.7%

FULL-TIME POSITIONS	20	20	20	20
TOTAL AUTHORIZED POSITIONS	20	20	20	20

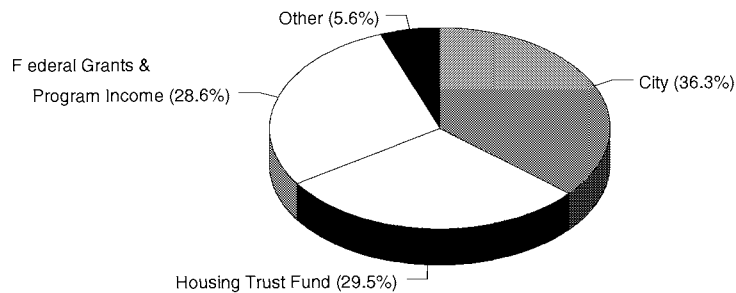
* Financial resources portrayed here do not match the Addendum Table "FY 2006 Housing Program Sources and Uses" as this Financial Resources table does not include any carryover CDBG, HOME, other non-federal or Housing Trust Fund monies. Resources portrayed here include the City Council approved dedication of one cent of Real Estate Tax revenue (\$2,760,185); and the transfer of Recordation Tax revenue (\$889,815) from the Non-Departmental budget to the Office of Housing for affordable housing purposes.

HOUSING

FY 2006 Approved Expenditures by Type



FY 2006 Approved Funding Sources for the Office of Housing (Total Estimated Funding of \$14.7 Million, Including Carryover Monies)



HOUSING

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$65,215, or 4.2 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partially offset by the application of a vacancy factor of 3.0 percent, or \$48,131.
- Non-Personnel - FY 2006 decrease in non-personnel is \$157,811, or 6.9%. This decrease is attributable to a decrease in federal funding noted below.

Adjustments to Maintain Current Services and Policies

- This adjustment will fund lease costs for the Office of Housing scheduled to relocate to the Tavern Square building during Spring 2005 - \$195,186 (an amount of \$11,317, used to pay for the cost of leased space at its Herbert Street facility will no longer be needed in FY 2006. This amount will be used to offset Tavern Square rent.) The Office of Housing is moving in order to lessen overcrowding in other departments based in City Hall.

City Council Approved

- The Approved FY 2006 General Fund budget for the Office of Housing reflects all City-wide compensation adjustments for cost living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- City Council approved total funding for the new Affordable Housing Initiative in the amount of \$3,650,000. This includes the dedication of one cent of Real Estate Tax revenue in the amount of \$2,760,185 and special fund revenue of \$889,815 from Recordation Tax revenue.

Revenue Issues

- Anticipated special revenue in FY 2006 includes the following changes:
 - Community Development Block Grant (CDBG) funding in FY 2006 is projected at \$1,411,586, a decrease of \$87,414, or 5.8 percent, as compared to FY 2005.
 - CDBG funding in the amount of \$197,000 will be transferred to the Department of Human Services for the administration of homeless prevention services.
 - Home Investment Partnership (HOME) funding in FY 2006 is projected at \$874,864, a decrease of \$39,673, or 4.3 percent, as compared to FY 2005.
 - An amount of \$120,268 received in FY 2005 for the HOME American Dream DownPayment Initiative (ADDI) will not be continued in FY 2006.

HOUSING

Other Issues

- In addition to the monies shown above, proposed expenditures include a new allocation of \$1,386,700 in estimated carryover Housing Trust Fund monies for the following ongoing programs:
 - \$550,500 for the Moderate Income Housing Program (MIHP)
 - \$400,000 for the Housing Opportunities Fund
 - \$250,000 for new loans in the Employee Homeownership Incentive Program (EHIP)
 - \$111,200 for Home Ownership Connecting Services
 - \$75,000 for the Sellers Incentive fund
 - The non-personnel budget continues to include \$300,000 in City funds to augment funding in the Housing Trust Fund and the federal HOME grant for the Housing Opportunities Fund, which assists with affordable housing development in the City.
-

DETAIL BY DIVISION

The Program Administration Division performs overall administrative duties, which include the preparation of all local, State, and federal funding applications and performance reports. In particular, the Division is responsible for preparing the City's federally-mandated Five-Year Consolidated Plan for Housing and Community Development and related One Year Action Plans, which serve as the City's overall housing policy; the application for Community Development Block Grant and Home Investment Partnerships Program funds; and the Consolidated Annual Performance and Evaluation Report (CAPER). The Division administers the City's Housing Trust Fund and seeks to address the housing needs of a variety of income groups by encouraging developers to include affordable housing opportunities in major new construction projects. The Division supports the Implementation Division in administering the Housing Opportunities Fund, created by City Council in FY 2002, to fund feasibility studies, pre-development costs and provide gap financing to developers of affordable sales and rental housing.

The Division also provides staff support for the Affordable Housing Advisory Committee (AHAC) and is the City liaison to the newly created, non-profit Alexandria Housing Development Corporation.

The Office of Housing also works closely with the Alexandria Redevelopment and Housing Authority (ARHA). ARHA, which is governed by a nine-member commission appointed by City Council, provides public housing, Section 8 tenant-based rent subsidies and other assisted housing to lower-income families. ARHA owns, administers and maintains all public housing in the City. ARHA does not receive any general operating monies from the City; however, on occasion, the City may provide funding to ARHA for specific activities.

HOUSING

DETAIL BY DIVISION

During FY 2005 Office of Housing staff will be working closely on the start up of the newly-created, non-profit Alexandria Housing Development Corporation (AHDC), which will acquire and develop properties to preserve or expand affordable housing in the City.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Administration				
All Funds Expenditures*	1,954,826	893,799	972,380 **	985,843 **
<u>FULL-TIME STAFFING</u>	9	9	9	9
* FY 2004 actual expenditures include carryover Housing Trust Fund monies expended from this division.				
** Funding includes an adjustment for the Tavern Square office space lease (\$87,834) in the Administration Division; partially offset by vacancy savings (\$48,131).				

The Landlord-Tenant Relations Division provides staff support for the Landlord-Tenant Relations Board and the Fair Housing Testing Program Advisory Committee. Division staff administer the following programs:

The Fair Housing Testing Program, overseen by the Fair Housing Testing Program Advisory Committee, is designed to identify discriminatory practices in the City's housing market, including rental housing, sales housing, and mortgage lending. Housing staff meet with the management of all entities in which problems are found. Any serious complaints are referred to the City's Human Rights Commission. To date, the City has tested for discrimination in the City's rental market based on race, familial status, a variety of disabilities, sexual orientation, and for discrimination in housing sales on the basis of race and national origin.

The Landlord-Tenant Complaint Mediation Program helps landlords and tenants resolve disputes without resorting to litigation. This City-funded program offers the means for resolving landlord-tenant disputes by informing both parties of their rights and responsibilities under the law and by helping to settle disagreements through open communication.

Fair Housing Training is offered through the Office of Housing to property management and real estate professionals to increase their knowledge of fair housing law and housing discrimination. The City conducts an annual Apartment Manager's Seminar targeted to management staff at Alexandria rental complexes. The seminar includes fair housing training. The Office of Housing also offers on-site fair housing training upon request to apartment managers and real estate industry professionals. This training, conducted by City staff, is more in-depth than the training provided at the Apartment Managers' Seminar and can be tailored to the needs of the individual management company or real estate firm.

HOUSING

DETAIL BY DIVISION

The Housing and Relocation Information Program is designed to assist persons seeking rental housing in the City and to provide housing-related counseling to persons 18 years of age and older. The program also offers information and counseling on landlord tenant matters which do not rise to the level of a complaint and which do not require staff mediation or intervention.

<u>DIVISION:</u> Landlord Tenant	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	236,527	253,372 *	291,601**	297,597 **
<u>FULL-TIME STAFFING</u>	3	3	3	3
* Reflects the internal transfer of funds between Landlord Tenant Division and the Implementation Division. ** Funding includes an adjustment for the Tavern Square office space lease (\$29,278) in the Landlord Tenant Division.				

INDICATORS AND MEASURES

OBJECTIVE:[Landlord-Tenant Relations] To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Landlord-Tenant complaints received*	1,598	1,612	1,022	1,000	1,000
Favorable resolution achieved through staff intervention*	64 %	66 %	49 %	65 %	65 %
Percent referred to courts or other agencies*	33 %	33 %	48 %	34 %	34 %
Percent withdrawn, pending, or unresolved*	1 %	1 %	3 %	1 %	1 %
Housing inquiries received	4,212	3,715	4,210	4,000	4,000
Direct assistance provided*	64 %	62 %	62 %	60 %	60 %
Percent referred to other agencies*	35 %	36 %	37 %	39 %	39 %
Percent withdrawn, pending, or unresolved*	1 %	2 %	1 %	1 %	1 %

* Some complaints and inquires are resolved in more than one way; data represents the percentage of total resolutions, rather than total complaints or inquires. All resolution percentages reflect complaint resolutions only.

The Program Implementation Division seeks to provide low and moderate-income households with affordable housing opportunities, to improve housing conditions, and to bring about greater neighborhood stabilization. To accomplish these goals, the Division administers a number of programs designed to increase homeownership opportunities and provide needed home rehabilitation.

The following is a description of the major programs that target low and moderate-income homeowners and homebuyers:

The Homeownership Assistance Program (HAP) promotes neighborhood and household stability by providing affordable homeownership opportunities to income-eligible, first-time homebuyers. This program provides qualified homebuyers with up to \$50,000 for down payment, principal reduction, settlement costs and interest write-down in the form of

HOUSING

DETAIL BY DIVISION

interest-free, deferred payment loans. Qualifying homebuyers must contribute \$2,000 or more toward down payment and closing costs and must meet Section 8 lower-income limits for the Washington D.C. metropolitan area as set by the U.S. Department of Housing and Urban Development (HUD). This program also arranges first trust financing at below-market interest rates through the Virginia Housing Development Authority (VHDA).

The Moderate Income Homeownership Program (MIHP), is similar to the Homeownership Assistance Program. This program assists households with incomes between Section 8 and VHDA limits by providing up to \$20,000 in the form of a deferred payment loan for down payment and/or closing cost assistance. The Law Enforcement component of the program was approved by City Council in FY 1998 to encourage income-eligible City of Alexandria police officers and deputy sheriffs to purchase homes in Alexandria Police-designated target areas. These law enforcement officers are eligible for a deferred-payment loan of up to \$50,000, which is \$30,000 more than offered by the regular program, provided that they purchase in the designated areas. This program is funded with Housing Trust Fund monies.

The City's Homeownership Fair has been held for ten consecutive years to provide an opportunity for potential homebuyers to become better educated about the homebuying process and to meet with realtors, lenders, affordable housing providers and City staff regarding homeownership opportunities in the City. The City's Tenth Annual Homeownership Fair was held in April 2004, with more than 600 people in attendance.

The Housing Counseling Program was added to the City's Homeownership program in FY 1999. A private counseling agency under contract with the City provides group counseling for applicants and potential applicants on the home buying process, affordable housing opportunities, affordable financing, credit issues, consumer debt management, and post-purchase homeownership responsibilities, as well as individual homebuyer counseling specific to applicants' individual situations.

The Home Rehabilitation Loan Program enables low-income homeowners in the City to correct code violations and structural problems and to enhance the livability of their homes, thereby preventing condemnation, protecting property values, and contributing to neighborhood preservation. This program provides income-eligible home owners with interest-free, deferred payment loans of up to \$90,000 for construction costs. This limit may be exceeded in order to enable homeowners to address lead-based paint hazards. The Home Rehabilitation Loan Program also offers loans for home improvements to accommodate mobility-impaired persons. The program is available to income-eligible homeowners City-wide.

The Rental Accessibility Modification Program (RAMP) provides grants to income-eligible renters with physical disabilities for accessibility modifications to their rental units, such as wheelchair ramps, grab bars and other similar modifications. Approval of the property

HOUSING

DETAIL BY DIVISION

owner is required. The program also provides funds to return the rental unit to its non-accessible state once the disabled tenant moves, should the owner request it.

The Housing Opportunities Fund, created by City Council in FY 2002, provides for feasibility studies, pre-development costs and gap financing to developers of affordable sales and rental housing.

The Employer Assisted Housing Program (EAH), initiated on a pilot basis in FY 2002, was developed in partnership with the Alexandria Chamber of Commerce, the Alexandria Economic Development Partnership and the Fannie Mae Northern Virginia Partnership Office to engage Alexandria employers in providing a homeownership benefit to their employees. Individual employers will determine the type of homeownership benefit to be provided. The City will support the employer-assisted housing initiative by offering targeted homeownership counseling services to employees of financially-participating employers at their work site or at another convenient location. Eligible employees can also get down payment and closing cost assistance through the City's HAP and MIHP programs. For employees who are ineligible for HAP or MIHP for reasons other than income (for example, not a first-time homebuyer), the City will match, on a 1:2 basis, the contributions of participating employers who provide financial assistance to their employees.

The Employee Homeownership Incentive Program (EHIP) was established by City Council in June 2004 to encourage City employees to buy homes in the City of Alexandria. EHIP provides unsecured, no-interest loans of up to \$5,000 for the employee's primary residence, up to a maximum purchase price of \$589,097. The loans are repaid upon the sale of the house.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Implementation</u>				
All Funds Expenditures*	3,937,151	2,691,447 **	2,482,041***	6,160,260****
<u>FULL-TIME STAFFING</u>	8	8	8	8
* FY 2004 actual expenditures include carryover Housing Trust Fund monies expended from this division.				
** Reflects the internal transfer of funds between Implementation Division and the Landlord Tenant Division. Does not reflect \$1.65 million from new Special Revenues proposed in FY 2005.				
*** Decrease in funding is attributable to a decrease in CDBG funding (\$87,414), a decrease in HOME funding (\$39,673) and the discontinuation of the HOME American Dream Downpayment Initiative (\$120,268) in FY 2006; offset by an adjustment for the Tavern Square office space lease (\$66,757) in the Implementation Division.				
**** Increase in funding is partially attributable to the City Council approved total funding for the new Affordable Housing Initiative in the amount of \$3,650,000. This includes the dedication of one cent of Real Estate Tax revenue (\$2,760,185) and special revenue from Recordation Tax revenue (\$889,815).				

HOUSING

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Homeownership Assistance Program and Moderate Income Homeownership Program] To provide assistance to low and moderate-income, first-time home buyers who have lived and/or worked in the City of Alexandria for at least six months to purchase homes in the City of Alexandria. Income-eligible police officers and deputy sheriffs are eligible for additional assistance if they purchase in Police-designated target areas.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of Applications (HAP + MIHP)*	179	187	234	200	200
Total dollar amount of HAP loans (CDBG + HOME)	\$260,100	\$509,436	\$863,164	\$1,250,000	\$1,250,000
Number of HAP loans**	10	16	26	25	25
Average amount of HAP loans**	\$26,010	\$31,840	\$32,527	\$50,000	\$50,000
Average HAP purchase price	\$122,040	\$131,963	\$155,451	\$170,000	\$175,000
Total dollar amount of MIHP loans**	\$193,753	\$399,598	\$574,737	\$500,000	\$500,000
Number of MIHP loans**	16	26	23	25	25
Average MIHP purchase price	\$148,533	\$160,769	\$181,254	\$193,225	\$200,000
Total dollar amount of MIHP law enforcement loans	\$0	\$0	\$35,000	\$100,000	\$50,000
Number of law enforcement loans	0	0	1	2	1
Average law enforcement purchase price	\$0	\$0	\$224,500	\$250,000	\$250,000
Percent of households that still own their homes after five years from year shown***	85%	82%	76%	90%	90%

* Number of applications received indicates the total number of completed applications submitted by applicants. Participants typically do not have home purchase contracts in place at the time of application and may not proceed to homeownership using City assistance.

** Unusually tight market conditions in FY 2002 resulted in fewer loans. Increased program activity in FY 2003 and FY 2004 as well as estimated FY 2005 and projected FY 2006 loans reflect a change in the assistance amounts for the HAP loan program, a change in the sales price limits for both the HAP and MIHP loan programs, a change in VDHA first trust mortgage financing and continued low interest rates.

*** This measure reflects the percentage of households who purchased their homes five years prior to the year shown and still own them in the year shown; for example, in FY 2002, 85 percent of those who received purchase assistance in FY 1997 still own their homes in FY 2002.

OBJECTIVE: [Home Rehabilitation Loan Program] To provide no-interest rehabilitation loans to low and moderate-income homeowners in the City of Alexandria.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of applications received	20	16	16	15	16
Number of rehabilitation loans obligated*	9	14	11	13	12
Rehabilitation cases in progress**	16	22	18	17	15
Rehabilitation cases completed/percent	8/50%	15/68%	14/74%	14/78%	14/78%
Average loan award***	\$54,272	\$68,529	\$59,757	\$64,534	\$68,953
Percent of assisted persons receiving maximum loan	39%	40%	53%	55%	55%

* Lower than usual loan activity in FY 2002 appears to be an anomaly as compared to FY 2003 and beyond.

** "Rehabilitation cases in progress" can include cases which initiated in the previous year.

*** Effective May 2000, the maximum loan amount may exceed \$90,000 only when necessary to address lead-based paint hazards.

FY 2006 Housing Program Sources and Uses

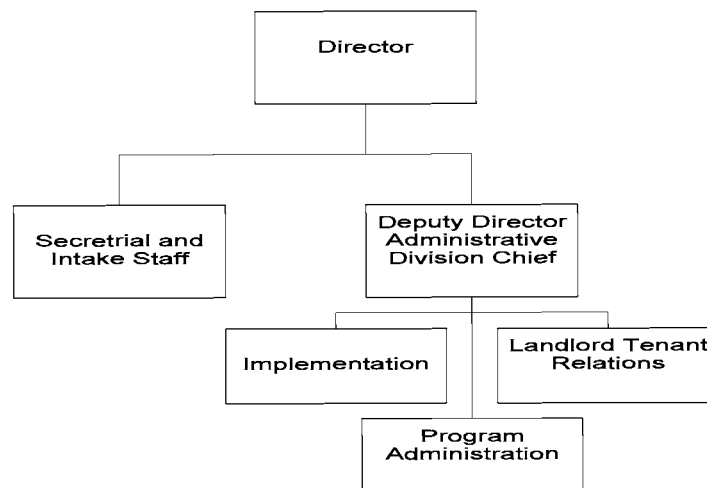
HOUSING

	ADMIN (1)	LANDLORD TENANT/ FAIR HOUSING (2)	HOMEOWNERSHIP (HAP, MHF, Fair, Sellers Incentive Fund, Employer Assisted Housing, Employee Homeownership Incentive Program) (3)	HOME- OWNERSHIP COUNSELING (4)	HOME- OWNER REHAB (5)	RAMP (6)	HOUSING OPPORTUNITIES FUND (7)	TRANSITIONAL HOUSING (8)	UNALLOCATED HOUSING TRUST FUND (9)	AFFORDABLE HOUSING INITIATIVES (10)	TOTAL
CDBG											
New*	253,106	46,092	341,974		473,742	99,672					1,214,586
Program Income					21,200						21,200
Fees Offset Expend			4,500								4,500
Carryover	<u>55,102</u>		<u>307,731</u>		<u>878,407</u>	<u>61,328</u>					<u>1,302,568</u>
	308,208	46,092	654,205		1,373,349	161,000					2,542,854
HOME											
New	87,486		547,378				240,000				874,864
Carryover	<u>19,761</u>		<u>21,030</u>				<u>726,212</u>				<u>767,003</u>
	107,247		568,408				966,212				1,641,867
GENERAL FUND											
New	957,243	297,597					300,000				1,554,840
New HOME Match			<u>58,210</u>				<u>60,000</u>				<u>118,210</u>
	957,243	297,597	58,210				360,000				1,673,050
HTF**											
New									1,158,441		1,158,441
Carryover											
New Allocation			875,500	111,200			400,000				1,386,700
Prior Allocation			<u>11,500</u>			<u>6,000</u>	<u>825,000</u>	<u>290,000</u>	<u>643,408</u>		<u>1,775,908</u>
			887,000	111,200		6,000	1,225,000	290,000	1,801,849		4,321,049
OTHER NON-FED											
New***			5,500				550,000				555,500
Carryover							5,000				5,000
Carryover HOME											
New Allocation			78,634								78,634
Prior Allocation			<u>5,258</u>				<u>181,553</u>				<u>186,811</u>
			89,392				736,553				825,945
NEW											
Real Property Tax										2,760,185	2,760,185
Real Estate										<u>889,815</u>	<u>889,815</u>
										3,650,000	3,650,000
ALL FUNDS	1,372,698	343,689	2,257,215	111,200	1,373,349	167,000	3,287,765	290,000	1,801,849	3,650,000	14,654,765

HOUSING

FY 2006 Housing Program Sources and Uses, continued

- * The total estimated FY 2006 Community Development Block Grant (CDBG) amount is \$1,411,586; this amount reflects the transfer of \$197,000 to the Department of Human Services for the administration of homeless prevention services.
 - ** It should be noted that this figure is an estimate of the projected total amount of Housing Trust Fund contributions and interest earnings available through FY 2006. It is not anticipated, nor recommended, that all of these monies would be expended in the fiscal year. Proposals for the use of Housing Trust Fund monies are brought before the Affordable Housing Advisory Committee (AHAC), which makes recommendations to the City Manager and the City Council regarding the Fund. A summary of the projects funded through the Housing Trust Fund is available from the Office of Housing.
 - *** This amount includes \$550,000 non-federal monies used to provide the federally-required local match for HOME program funds, as well as other non-federal funds.
 - **** Includes the City Council approved dedication on one cent of Real Estate Tax revenue of \$2,760,185; and the transfer of \$889,815 from the Non-Departmental budget to the Office of Housing for affordable housing purposes, the source of which will be from the State's increased Recordation Tax revenue, from \$0.05 cents to \$0.083 per \$100 of the value of a deed.
-



ECONOMIC DEVELOPMENT ACTIVITIES

PROGRAM DESCRIPTION: This category summarizes City contributions to organizations that provide economic development activities that benefit Alexandria residents. The programs and activities funded under this category are summarized below.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>2,201,872</u>	<u>2,479,336</u>	<u>2,479,336</u>	<u>2,694,336</u>
TOTAL EXPENDITURES	<u>2,201,872</u>	<u>2,479,336</u>	<u>2,479,336</u>	<u>2,694,336</u>
SPECIAL REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>2,201,872</u>	<u>2,479,336</u>	<u>2,479,336</u>	<u>2,694,336</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 8.7%				

City Manager Proposed

- It should be noted that the "Economic Development Activities" section of this document (previously titled "Other Planning and Economic Development Activities") has been revised from previous years. City appropriations to the Metropolitan Washington Council of Governments (COG), the Northern Virginia Regional Commission (NVRC) and the Northern Virginia Transportation Commission (NVTC) are now located in the Non-Departmental section of the City's budget. In addition, the appropriation to the Health Systems Agency of Northern Virginia is now included in the "Other Health Activities" section of this document. The Holiday Marketing Initiative, previously budgeted in the Non-Departmental section of the budget, is now included in this "Economic Development Activities" section.
- The Proposed FY 2006 General Fund budget for Economic Development Activities at this time reflects no increase over the FY 2005 Approved Budget of \$2,479,336. At its retreat in November 2004, City Council asked that the Budget and Fiscal Affairs Advisory Committee (BFAAC) conduct a review of economic development activities in the City and report back to Council. ***The budget has set aside \$500,000 as a designation in the Fund Balance, which Council may use to make appropriations to the various economic development activities in the City at a later time, after receiving and considering the report from BFAAC, and conducting any appropriate follow-up reviews.***
- The requests of the various entities are shown in the table below. The requests amount to a net increase of \$541,139, or 21.8 percent over approved FY 2005 funding. The designation of \$500,000 is not meant to be a minimum amount, but only a rough idea of what Council might, as a maximum, decide to use for economic development budget additions.

ECONOMIC DEVELOPMENT ACTIVITIES

City Council Approved

- The Approved FY 2006 General Fund budget for Economic Development Activities reflects City Manager recommended and City Council approved changes suggested in Budget Memo #48. These changes for Economic Development Activities include an increase of \$70,000 to be divided as follows: \$50,000 for ACVA; \$17,000 for AEDP; \$2,000 for the SBDC; and \$1,000 for the Eisenhower Partnership. In addition, the \$500,000 designation in Fund Balance for these entities was eliminated.
- During the Add/Delete process City Council approved the addition of \$50,000 for ACVA, \$60,000 for the SBDC, and \$35,000 for the Marketing Fund.

ECONOMIC DEVELOPMENT ACTIVITIES

AGENCY	FY 2004 ACTUALS	FY 2005 APPROVED	FY 2006 REQUEST	FY 2006 APPROVED	% CHANGE FY 05-06
ACVA /1	1,390,742	1,635,214	2,000,000	1,735,214	6.1%
AEDP - Operating	506,828	534,122	735,475	551,122	3.2%
AEDP- Facade Improvement Program (IDA funds) /2	n/a	n/a	100,000	50,000	n/a
Alexandria SBDC	40,000	60,000	120,000	122,000	103.3%
Eisenhower Partnership	27,524	25,000	30,000	26,000	4.0%
West End Business Association (WEBA)	0	0	35,000	0	n/a
King Street Metro Enterprise Team (KSMET) /3	0	0	0	0	n/a
Marketing Fund	111,778	100,000	100,000	135,000	35.0%
Holiday Marketing Program /4	125,000	125,000	125,000	125,000	0.0%
(LESS) requested transfer of Holiday Marketing Program and IDA funds proposed to be used by AEDP	n/a	n/a	(225,000)	(50,000)	n/a
NET COST TO CITY	2,201,872	2,479,336	3,020,475	2,694,336	8.7%

/1 ACVA is requesting that the \$125,000 Holiday Marketing Program be moved to the ACVA budget in FY 2006. This request was not approved by City Council.

/2 AEDP is proposing a new "facade improvement" program, to be funded with Industrial Development Authority (IDA) funds.

/3 KSMET and Old Town Business Association recently merged. No funding was requested for FY 2006.

/4 The Holiday Marketing Program was previously budgeted in the Non-Departmental section of the budget.

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

Alexandria Convention and Visitors Association (ACVA): ACVA is a membership-based organization consisting of the City government, the hospitality industry, retail businesses, restaurants, and other individuals and groups with an interest in the City's tourism and hospitality industries. The Alexandria Convention and Visitors Association is incorporated as a separate 501 (c) (6) corporation, which provides the autonomy necessary for the ACVA Board to have direct oversight of tourism and promotion programs and of the ACVA budget. The mission of the ACVA is to promote the facilities, restaurants, attractions, retail businesses and events of the City in order to maximize tax revenues and to share the unique heritage of the City with visitors. The ACVA Visitors Center is located in the historic Ramsay House, located at 221 King Street.

The following chart depicts City funding of the ACVA since its inception.

FY	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 Approved	FY 2006 Approved
Amount	380,413	580,413	956,378	985,069	1,242,069	1,339,052	1,392,614	1,635,214	1,735,214
City \$ Increased	0	200,000	375,965	28,691	257,000	96,983	53,562	242,600	100,000
% Increase	0%	52.6%	64.8%	3.0%	26.1%	7.8%	4.0%	17.4%	6.1%
Federal \$					\$60,000	\$90,000	\$50,000	\$0	\$0

For FY 2006, ACVA has requested a City appropriation of \$2,000,000, which is an increase of \$364,786, or 22.3 percent. It should be noted that \$125,000 of the requested increase is for the Holiday Marketing Initiative, which ACVA would like to have incorporated into its City appropriation. This would make the net ACVA increase to the City \$239,786. ACVA receives revenue from membership dues, sponsorships, advertising in the Visitors Guide, and from sales and donations at the Visitors' Center. This revenue was \$128,000 in FY 2004; estimated to be \$128,000 in FY 2005 and \$140,000 in FY 2006. The approved City appropriation of \$1,735,214, will be approximately 89.2 percent of ACVA's FY 2006 budget.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION</u>				
General Fund Expenditures	1,390,742*	1,635,214	1,635,214	1,735,214
* FY 2004 contribution does not include \$50,000 in one-time federal economic development grant funding.				

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

The Alexandria Economic Development Partnership (AEDP), a joint effort of the City and the Alexandria business community, directs and manages a public/private partnership effort to attract, expand and retain business operations in the City of Alexandria. This effort was established to expand the City's commercial tax base, employment opportunities and trade opportunities for local business; to diversify the City's business base; and to assist in the further development and/or revitalization of commercial areas in the City. This is carried out by targeting and establishing direct contact with new business prospects through direct mail, marketing events, exhibitions and conferences.

The Economic Development Partnership staff work directly with business prospects to provide information and assistance in their relocation and expansion evaluations. In FY 2006, AEDP will continue to target the technology industry, national trade and professional associations, the retail industry, and professional and business service firms, such as attorneys, architects, and financial service firms.

Although AEDP is a "public/private partnership," most of its funding comes from the City of Alexandria, since the Alexandria Industrial Development Authority (IDA) fees are monies collected by a public body and are held by the City of Alexandria and requested by AEDP on an as-needed basis. (IDA monies are accumulated through fees collected on IDA bond issues.) Since FY 2002, essentially 99% of AEDP's budget has come from City General Fund and IDA funds combined. For FY 2006, AEDP has requested a City appropriation of \$735,475, which is an increase of \$201,353, or 37.7 percent, over FY 2005. This increase is primarily driven by two factors. First, AEDP wishes to establish a citywide "facade improvement" program, to be funded through fees collected by the Alexandria Industrial Development Authority. Therefore, AEDP's FY 2006 proposed budget has shifted \$100,000 of IDA funds from normal AEDP operations to fund this new special project. The result is that more City General Funds are needed for AEDP's normal operating expenses. Secondly, AEDP is requesting one new full-time staff, a Program Manager position, at a starting salary of between \$55,000 and \$65,000, to be funded with City General Funds. This position is requested in order to participate in the implementation phase of various targeted Planning & Zoning studies undertaken by the City, including the Arlandria, Mt. Vernon Avenue, and King Street Retail studies.

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>ALEXANDRIA ECONOMIC DEVELOPMENT</u> <u>PARTNERSHIP</u>				
General Fund Expenditures	506,828	534,122	534,122	551,122

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

The Alexandria Small Business Development Center (SBDC) is part of a Statewide network funded in part by the U.S. Small Business Administration (SBA) and also by local funding partners in each jurisdiction. Local funding partners for the Alexandria SBDC include the City of Alexandria, Virginia Commerce Bank, William D. Euille & Associates and the Alexandria Chamber of Commerce, which serves as its host and provides facilities for its operation. Alexandria SBDC was established in 1996 under the sponsorship of the George Washington University, and was re-organized under the Chamber on July 1, 1999 as a 501 (c) (3) organization. The goal of the SBDC is to stimulate the economy and promote new job opportunities by advancing the growth and success of small businesses. It not only helps new businesses open their doors more efficiently and competently, but also helps existing businesses overcome obstacles and expand their markets. The SBDC also serves as a focal point for the coordination of federal, State, local, academic and private sector resources for small businesses. In recent years Alexandria SBDC played a key role helping local businesses recover from the effects of September 11, 2001 and Hurricane Isabel (September 2003). It not only facilitated the delivery of assistance programs, but also helped owners with strategies to survive the economic downturn.

The increase of \$20,000 approved for FY 2005, which replaced lost SBA funding and a one-time federal economic recovery grant, allowed the SBDC to expand financial/management consultant services to small businesses and provided funds for a federal contracting specialist consultant and a small business specialist. For FY 2006, the SBDC is requesting \$120,000 or a 100 percent increase. The request for \$120,000 in FY 2006 is for 53% of the agency's total budget of \$224,720. The \$120,000 would be used primarily for expanded business management consultant services, but also to off-set expenses to re-instate a small business specialist position (eliminated in mid-2004) and to pay a portion of staff salaries.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>ALEXANDRIA SMALL BUSINESS DEVELOPMENT CENTER</u>				
General Fund Expenditures	40,000	60,000	60,000	122,000

The Eisenhower Avenue Public Private Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to the north and south of Eisenhower Avenue between Holland Lane and the western boundary of the City. The Partnership's goals include to serve as a source of information to its members and constituency on items of concern and interest, including proposed transportation improvements, development proposals and partnership activities and events. It facilitates and promotes quality development through active involvement in the approval process with the community, developers and local government. It provides leadership and deliberation for significant initiatives or issues which impact the development and prosperity of the Corridor. It encourages business location, expansion and retention in Alexandria by providing opportunities for networking and advertising. Business objectives for FY 2006 include the continuation of marketing, transportation, planning and membership initiatives, including the promotion of build-to-suit and leasing opportunities. Also, it will monitor the progress of the

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

Woodrow Wilson Bridge replacement project; work with the City, residents and businesses on the Eisenhower West Study; implement landscape and signage programs; and recruit new members and retain existing members.

For FY 2006, the Eisenhower Partnership is requesting \$30,000, an increase of \$5,000, or 20 percent. As in the past, the funds would be used primarily for marketing activities.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>EISENHOWER AVENUE PUBLIC PRIVATE PARTNERSHIP</u>				
General Fund Expenditures	27,524	25,000	25,000	26,000

The West End Business Association (WEBA) is a new organization whose purpose is to unify, strengthen, and serve the West End business community. WEBA is actively engaged in recruiting members and planning events, including networking nights, luncheon workshops, and special interest group meetings. As a brand new organization, the City has just been approached for support in FY 2006. WEBA hopes to collect \$26,000 in corporate sponsorships and membership dues in FY 2006 and raise additional funds through program fees at its various events. WEBA is requesting \$35,000 from the City, primarily to hire a part-time executive director and to assist with office expenses.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>WEST END BUSINESS ASSOCIATION</u>				
General Fund Expenditures	N/A	N/A	N/A	0

The King Street Metro Enterprise Team (KSMET) and Old Town Business Association have recently merged. No funding was requested for FY 2006.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>KING STREET METRO ENTERPRISE TEAM</u>				
General Fund Expenditures	N/A	N/A	N/A	0

The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>MARKETING FUND</u>				
General Fund Expenditures	111,778	100,000	100,000	135,000

The Holiday Marketing Program was previously included in the Non-Departmental budget. It is a program designed to promote Alexandria as a destination for visiting, shopping, and dining during the holiday season. Prior to FY 2005, these funds were used for the free holiday parking program. It should be noted that the Alexandria Convention and Visitors Association (ACVA) requested that the Holiday Marketing Program be included in its base budget appropriation from the City beginning in FY 2006. This request was not approved by City Council.

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>HOLIDAY MARKETING PROGRAM</u>				
General Fund Expenditures	125,000	125,000	125,000	125,000

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

As shown in Addendum Table I, the FY 2006 Approved Budget includes a total of \$2,719,336 in direct operating expenditure support for economic development activities. This excludes operating costs in the City budget for various economic development-related programs.

Addendum Table I <u>Total Direct Support for Economic Development Activities</u>		Approved FY 2006 <u>Resources</u>
Alexandria Convention and Visitors Association (ACVA)		\$ 1,735,214
Alexandria Economic Development Partnership (AEDP) - Operating		551,122
Alexandria Economic Development Partnership (AEDP) - Facade improvement		50,000
Eisenhower Avenue Public Private Partnership		26,000
King St. Metro Enterprise Team (KSMET)		0
West End Business Association (WEBA)		0
Alexandria Small Business Development Center		122,000
Alexandria Marketing Fund		135,000
Holiday Marketing Program		125,000
Fall Arts Festival support (funds in Non-Departmental)		25,000
Total Direct Expenditure Support		<u>\$ 2,769,336</u>
(LESS) Industrial Development Authority (IDA) fees		(50,000)
NET DIRECT EXPENDITURE SUPPORT		<u>\$2,719,336</u>

In addition to this direct support for economic development activities, an essential component of the City's overall approach to economic development is maintaining a safe, sound, clean and attractive community. Please refer to the City's six-year Capital Improvement Program for additional information.

PLANNING AND ZONING

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GOALS, FUNCTIONS & RESPONSIBILITIES: The mission of the Department is to create a common vision for the future of Alexandria through a proactive community planning effort that incorporates involvement of all stakeholders in a consensus building process and assures that all new development reflects the community's vision.

OBJECTIVES:

- To respond to inquiries from the public concerning zoning and subdivision regulations and to review business license, building permits (other than development special use permits), certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner.
 - To review and analyze applications for construction and demolition within the City's two historic districts for compliance with the historic district regulations.
 - To prepare recommendations and reports on non development-related issues for the Planning Commission and City Council.
 - To review and analyze development, special use permit, master plan, rezoning, encroachment and vacation applications, including design elements. Prepare recommendations and reports on these issues for the Planning Commission and City Council. Provide administrative support to the Planning Commission.
 - To provide mapping and graphics support for the reports and for the tax assessment process.
 - To improve services and decision making by ensuring accurate and consistent geographic data is available to all City departments and the public.
-

PLANNING AND ZONING

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,597,449	3,152,484	3,305,453	3,406,765
NON-PERSONNEL	684,009	397,683	513,238	513,238
CAPITAL GOODS OUTLAY	<u>131,406</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>3,412,864</u>	<u>3,550,167</u>	<u>3,818,691</u>	<u>3,920,003</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>3,412,864</u>	<u>3,550,167</u>	<u>3,818,691</u>	<u>3,920,003</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 10.4%

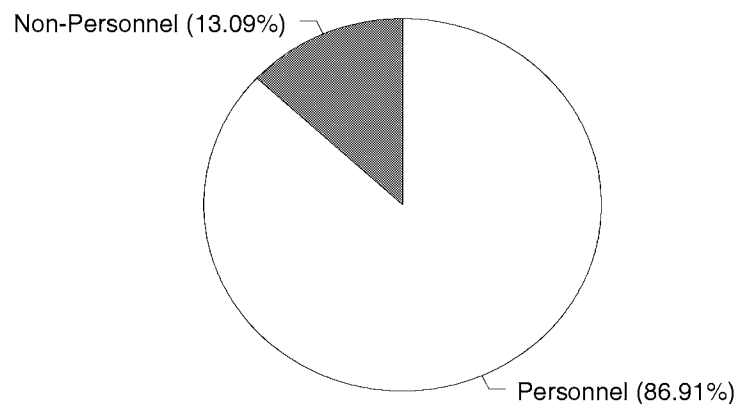
FULL-TIME POSITIONS	35.0	37.0 *	37.0	37.0
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5	0.5
AUTHORIZED OVERHIRES (FULL-TIME)	2.0	3.0**	4.0***	4.0***
TOTAL AUTHORIZED POSITIONS	37.5	40.5	41.5	41.5

* Reflects the approved supplementals of adding a Neighborhood Planner II in the Neighborhood Planning and Community Development Division to help provide professional staffing for neighborhood outreach efforts; and a Senior Planning Technician in the GIS Division to help produce maps and various GIS graphics.

** Approved overhires include: two Urban Planner I positions in the Development Division and a Neighborhood Planner II to help provide development review and oversight of the redevelopment of the Landmark Mall.

*** Reflects the approved supplemental of adding a temporary overhire full-time Neighborhood Sign Planner (Urban Planner II) position beginning October 1, 2005, to facilitate two City sign programs to be planned and then implemented later in FY 2006.

FY 2006 Approved Expenditures by Type



PLANNING AND ZONING

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$152,969, or 4.9 percent. This increase is attributable to the cost of employee merit adjustments and to a supplemental budget request described below. The merit adjustments were partially offset by the application of a vacancy factor of 5.3 percent, or \$178,726.
- Non-Personnel - FY 2006 increase in non-personnel is \$115,555, or 29.1 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- An adjustment for increased cost for temporary services to provide additional administrative support in the department - \$35,000
- The transfer of annual maintenance costs for the City's enterprise Graphical Interface System (GIS) software, from the Capital Improvement Program (CIP) to the department's non-personnel budget in FY2006 - \$30,000.

City Council Approved

- The Approved FY 2006 General Fund budget for Planning and Zoning reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

Approved

- Neighborhood Sign Planner (Urban Planner II) \$59,351
This approved supplemental request will fund a two-year temporary overhire Neighborhood Sign Planner (Urban Planner II) position beginning October 1, 2005, the costs of which will be \$59,351 in FY 2006. Full-year cost in FY 2007 will be \$79,133. The incumbent will coordinate two sign programs to be planned and implemented in the City late in FY 2006: the overall City wayfinding sign program and the residential neighborhood sign program. Both of these programs are funded in the CIP.
- Temporary Services \$45,114
This approved supplemental request will fund a temporary full-time GIS Technician position. The incumbent will maintain all GIS maps and graphics in the department. The costs for this temporary position will reduce GIS development costs budgeted in the CIP by \$30,000 a year.

PLANNING AND ZONING

Supplemental Budget Requests, continued

Approved, continued

- Annual User Conference \$2,500
This approved supplemental request will fund an Environmental Systems Research Institute (ESRI) user conference to be attended by GIS staff during FY 2006. This conference will educate staff on all facets of GIS applications and data, enabling them to provide useful feedback during City application acquisition and/or upgrade processes.
- Professional Consulting Services * *
An amount of \$570,000 is approved in the Non-Departmental account for needed studies of key areas in the City. This, coupled with \$226,017 in funding in the Planning and Zoning budget, brings the total funding for planning studies to \$796,017, an increase of \$75,000, or 10.4 percent, as compared to FY 2005 (\$721,017).

Not Approved

- To fund an Urban Planner I position to provide Zoning counter support in the department - \$62,737
- To fund an Administrative Officer I position to coordinate all administrative processes in the department - \$68,638

Expenditure Reductions

- Efficiencies - Expenditure savings of \$35,502 are included in the above mentioned vacancy savings of \$178,726. The Department of Planning and Zoning has increased its total vacancy factor from 2.4 percent, or \$68,635, to 5.3 percent, or \$178,126, to more accurately reflect expected turnover.

DEPARTMENT DETAIL

The Department of Planning and Zoning is responsible for legal, regulatory, and enforcement functions related to land-use requirements and long-term community-based land-use planning.

In order to enforce the City Code zoning ordinances, urban design guidelines, and specific development procedures, Planning and Zoning provides information and analysis to City Council, the Planning Commission, the Board of Zoning Appeals, the two Boards of Architectural Review, the City Manager, City agencies, and the public. Planning and Zoning is also responsible for developing and administering the Master Plan, Zoning Ordinance, and Special Use Permits.

PLANNING AND ZONING

DEPARTMENT DETAIL

In order to plan for long-term land use and development, Planning and Zoning coordinates with local neighborhoods and communities to review development opportunities and needs, plan for future land use and development, establish design standards and guidelines, and analyze such land use and zoning issues as parking requirements, in-fill development, and open space regulations.

The Department reviews and makes recommendations on land development applications in order to ensure that projects are consistent with the highest quality design and planning and are compatible with the applicable City standards, guidelines and policies. Planning staff also review and make recommendations on use permit and variance requests, work to ensure that new buildings and uses have the least impact on neighboring properties and are operated to minimize any impacts on the surrounding area. In all cases, Planning staff work with the neighborhoods to ensure that residents understand the proposals that affect them.

In support of these objectives, Planning and Zoning maintains and analyzes demographic and economic data, provides urban design assistance for City and private development projects. It operates the Geographic Information Systems (GIS) database network, and provides expertise to the public related to zoning and development requirements, future trends, and development and market activity.

Administration Division - provides overall planning, supervision and support services for the department.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditure	1,294,975 *	881,868**	954,930 ***	976,142 ***
<u>FULL-TIME STAFFING</u>	7	7	8 ****	8 ****
* Includes reappropriated funding from previous-year encumbrances and the transfer of monies from the non-departmental budget to fund ongoing planning activities.				
** Includes two approved supplemental requests to fund increased printing and photocopying (\$13,000) and office supplies (\$6,000) costs due to an ongoing need for various assigned projects; offset by a vacancy reduction of \$68,635 and efficiency-based expenditure reductions of \$5,971. City Council approved \$10,000 in additional funding for land use and zoning education seminars via the add/delete process.				
*** Includes an adjustment for increased cost for temporary services (\$35,000); the transfer of annual maintenance costs for the City's enterprise GIS software, from the CIP to the department's non-personnel budget (\$30,000); partially offset by vacancy reductions (\$178,726).				
**** Reflects the transfer of the City Architect position from the Neighborhood Planning and Development Division to the Administration Division.				

Land Use Services Division – The Land Use Services Division, formerly known as the Regulatory Processes Division, was created in FY 2003 and implemented officially during FY 2004. This division is a consolidation of the former Zoning Administration, Historic Preservation, and Planning Commission divisions.

PLANNING AND ZONING

DETAIL BY DIVISION

In its public zoning administration capacity, Land Use Services assists the residents of Alexandria with information regarding the Department, the permit process, and the zoning ordinance, and it responds to complaints. Internally, Land Use Services review plot plans, building permits, administrative permits, mechanical permits, electrical permits, sign permits, certificates of occupancy, and business licenses for consistency with the City's land use regulations. It reviews proposed development and Historic District applications for compliance with the City's zoning ordinance. It reviews, processes, and provides recommendations to the Board of Zoning Appeals on variance, special exception, and appeal cases. It inspects properties for zoning ordinance violations and land use approvals, issues citations for violations and assigns new development street addresses.

In its historic preservation capacity, Land Use Services processes applications to change building exteriors within historic districts; provides facts regarding historic preservation issues to other agencies; and provides staff support and analysis to the Old and Historic Alexandria District Board of Architectural Review and Parker-Gray Board of Architectural Review.

In its work with the Planning Commission, Land Use Services provides support on non-development related items through the development of staff reports and recommendations, responses to information requests, and the provision of administrative support.

<u>DIVISION:</u> Land Use Services	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
General Fund Expenditures	677,697	856,937	996,314	1,031,537
<u>FULL-TIME STAFFING</u>	12	12	12	12

INDICATORS AND MEASURES

OBJECTIVE: [Zoning] To respond to inquiries from the public concerning zoning and subdivision regulations and to review business license, building permits (other than development special use permits), certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of Business Licenses Processed	1,954	1,987	1,873	1,990	1,990
Number of Certificates of Occupancy Processed	100	113	159	160	160
Number of Building Permits Processed*	2,475	3,983	3,802	3,900	3,900
Number of Variances Processed	117	84	53	60	60
Number of Zoning Compliance Letters	54	50	86	100	100
Number of Zoning Enforcement Inspections	495	452	654	650	650
Number of Zoning Tickets Issued	360	283	121	120	120
Number of Complaints Resolved	261	268	297	300	300

* Includes mechanical, electrical & sign permits.

PLANNING AND ZONING

DETAIL BY DIVISION

OBJECTIVE: (Historic Preservation) To review and analyze applications for construction and demolition within the City's two historic districts for compliance with the historic district regulations.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Historic Preservation Docket Items Processed	360	309	302	340	340
Building Permits Reviewed*	1,000	1,100	1,100	1,000	1,000
Certificates of Occupancy Reviewed	90	110	70	90	90

* Includes mechanical, electrical & sign permits when new developments generate multiple permits.

Development Division - Coordinates development applications including pre-application meetings, application reviews, comments from other City agencies, community input, staff analysis, and recommendations to the Planning Commission and City Council. Applications include Development Special Use Permits, Coordinated Development District (CDD) permits, Development Site Plans, subdivisions, encroachments, and vacations. Development also reviews Master Plan amendment and rezoning requests and post-approval submissions.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Development				
General Fund Expenditures	578,206	677,601	752,879 *	772,644 *
<u>FULL-TIME STAFFING</u>	6	6	6	6
* Includes the transfer of one full-time temporary overhire Urban Planner III position from the Neighborhood Planning and Community Development Division to the Development Division to help provide development review in the department.				

INDICATORS AND MEASURES

OBJECTIVE: [Development] To review and analyze development, special use permit, master plan, rezoning, encroachment and vacation applications, including design elements. Prepare recommendations and reports on these issues for Planning Commission and City Council. Provide administrative support to the Planning Commission. Provide mapping and graphics support for the reports and for the tax assessment process.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Planning Commission Docket Items Processed	250	250	215	250	250
Development Applications Processed	55	62	65	65	65
Master Plan Amendments & Rezonings	17	16	2	5	5
Final Site Plans Reviews	65	70	77	75	75
Final Site Plans Released	13	16	15	20	20
Total Active Development Plans	100	100	100	100	100
Building Permits Reviewed	1800 *	250	250	255	255

* Code Enforcement implemented new procedures whereby Development no longer reviews separate mechanical or electrical permits for development.

PLANNING AND ZONING

DETAIL BY DIVISION

Neighborhood Planning and Community Development – Neighborhood Planning and Community Development is a division created in FY 2002 to provide community-based long range planning, immediate analysis and recommendations regarding the physical development and appearance of the City. The division acts by developing and implementing the Plan for Planning; analyzing land use and zoning patterns; advising other agencies on land use, design, demographics, preservation, economic development, and other planning and transportation issues; and building consensus on development alternatives through a community-based planning process.

During the division's first three years, long-range planning efforts focused on the City-wide planning process for the Eisenhower East area, the Upper Potomac West/Arlandria and Mt. Vernon/Del Ray neighborhoods in the Potomac West area, and a retail strategy effort for King Street. In addition, new efforts were initiated for the Hunting Point and Landmark/Van Dorn areas.

The main emphasis of the Eisenhower East Planning Study (begun in FY 2002 and completed/adopted in FY 2003) was to develop a street network, and strategies for land use, urban design and streetscape, in order to transform Eisenhower East's approved level of development into an urban, pedestrian-friendly place, while reducing traffic impacts and increasing transit usage at the Eisenhower Metro Station. The final plan was the result of community consensus and evolved through a series of educational and community workshops.

In the Upper Potomac West/Arlandria planning effort (begun in FY 2002 with plan adopted in FY 2003), staff worked with the community to prepare a long-range vision for the neighborhood and to define and implement short- and mid-term actions. The overriding goal was to create a more attractive and functioning environment for private investment in the neighborhood, in concert with the long-range vision for revitalization. The division staff are involved in ongoing implementation efforts for these two plans.

The Mt. Vernon/Del Ray planning effort (begun in late FY 2003 with completion in FY 2005) focuses on the formulation of a business and development strategy to maintain the existing businesses; and a form-based approach to ensure compatible infill development activity with minimal adverse impact on the adjoining residential neighborhood.

The King Street Retail Study (begun in FY 2004 with completion in FY 2005) involves the preparation of a strategic plan to help this retail district compete with the growing destination retail locations in the metropolitan area.

In FY 2005, the division initiated a planning effort for the Landmark/Van Dorn area to address pedestrian circulation, traffic and other development issues in a manner that can help transform the area into a true town center for the West End. The division has also undertaken planning for the Hunting Point properties south of the Woodrow Wilson Bridge/Beltway; drafted streetscape guidelines for the Washington Street corridor and provided evaluation of Census information for Departments City-wide.

PLANNING AND ZONING

DETAIL BY DIVISION

As outlined in the Plan for Planning, in the upcoming fiscal year the division will be undertaking planning efforts in the Landmark/Van Dorn area, the Braddock Road Metro Station area, and the Alexandria waterfront area, and will be initiating work on a Neighborhood Infill Study. In addition, the division will continue to work on the updated transportation element of the Master Plan, with T&ES, and will initiate a study of the City's industrial areas and economic base.

<u>DIVISION: Neighborhood Planning and Community Development</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	505,442	723,891 *	629,794 **	644,479 **
<u>FULL-TIME STAFFING</u>	5	6 *	5 **	5 **
<p>* Includes approved supplementals to add 1) a Neighborhood Planner II (\$70,858) in the Neighborhood Planning and Community Development Division to help provide professional staffing for neighborhood outreach efforts; and 2) a two-year temporary overhire Neighborhood Planner II (\$70,858) to help provide development review and oversight of the redevelopment of the Landmark Mall.</p> <p>** Includes a two-year full-time temporary overhire Neighborhood Sign Planner (\$59,351) beginning October 1, 2005, to facilitate two sign programs to be implemented in the City during FY 2006; offset by the transfer of the City Architect and a temporary overhire Urban Planner III from the Neighborhood Planning and Community Development Division to the Administration and Development Divisions, respectively.</p>				

Geographical Information System (GIS) technology is distributed to various users via several approaches; out-of-the-box software, custom applications, including web based applications and GIS tools and data embedded in task specific applications such as Public Safety's Computer Aided Dispatch Program. For applications maintained by the GIS Division, training is also provided. For those applications maintained outside the GIS Division, the focus is on integration with GIS. During FY 2005 the Division will be launching a Base Mapping internet application to let both City employees and the public make simple maps via the web.

Ad Hoc projects are requested of the Division to support planning projects such as massing studies as well as other departments who either lack GIS resources or whose project is of a nature that requires a high-end GIS practitioner.

<u>DIVISION: GIS*</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	356,544	409,870 *	484,774**	495,201**
<u>FULL-TIME STAFFING</u>	5	6 *	6	6
<p>* Includes an approved supplemental request to fund a GIS Senior Planning Technician position to assist the department with producing maps and various GIS graphics.</p> <p>** Includes an approved supplemental request to fund a full-time temporary GIS Technician position (\$45,114), to maintain all GIS maps and various graphics in the department; and to fund an annual Environmental Systems Research Institute (ESRI) conference (\$2,500) to be attended by GIS staff during FY 2006.</p>				

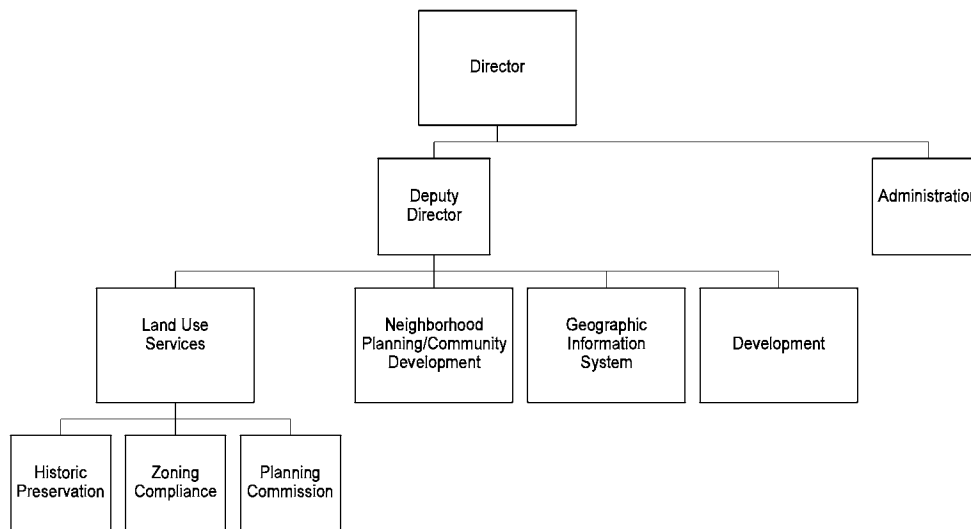
PLANNING AND ZONING

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [GIS] To improve services and decision making by ensuring accurate and consistent geographic data is available to all City departments and the public.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
GIS Viewers	130	200	1,000	1,000	1,000
GIS Occasional Users	30	50	60	60	60
GIS High-End Users	7	15	20	20	20



HISTORIC ALEXANDRIA

220 North Washington Street • Alexandria, VA 22314 • 703.838.4554
Jean Taylor Federico, Director • jean.federico@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: The Office of Historic Alexandria (OHA) is responsible for the stewardship and promotion of the historic City through the preservation of the City's historic and archaeological sites, artifacts and records, and for the use of these resources in accordance with professional standards of scholarship and museum procedures.

OBJECTIVES:

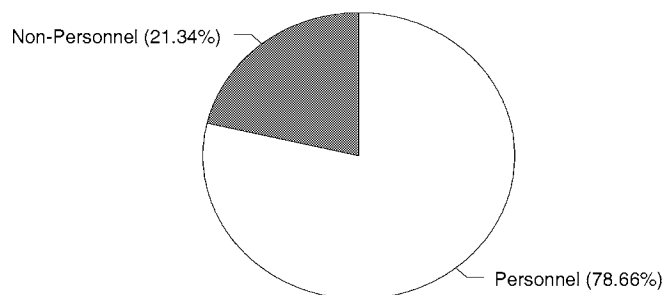
- To present history programs, events and tours of Gadsby's Tavern Museum to different populations of visitors.
 - To increase revenue and attendance by marketing Gadsby's Tavern Museum to new and expanded audiences.
 - To provide a unique historical experience for visitors to The Lyceum through exhibitions, programs, special events, Museum Shop sales and rental of the facility.
 - To present programs, exhibitions and outreach services that will provide visitors to the Black History Museum with a historically accurate interpretation of African Americans in Alexandria and the Metropolitan Washington, D.C. community.
 - To present programs, special events, tours, lectures and exhibitions that will provide visitors with a historically accurate and meaningful interpretation of Fort Ward, the Defenses of Washington, D.C., the City of Alexandria and the Civil War in general.
 - To assess site plans and special use permits for archaeological impact.
 - To display historic fire fighting equipment and early engines at Friendship Firehouse.
 - To efficiently appraise, arrange, describe, and maintain all City records with legal, fiscal, administrative, or historic value to the City.
 - To efficiently dispose of City records.
-

TOTAL FINANCIAL RESOURCES

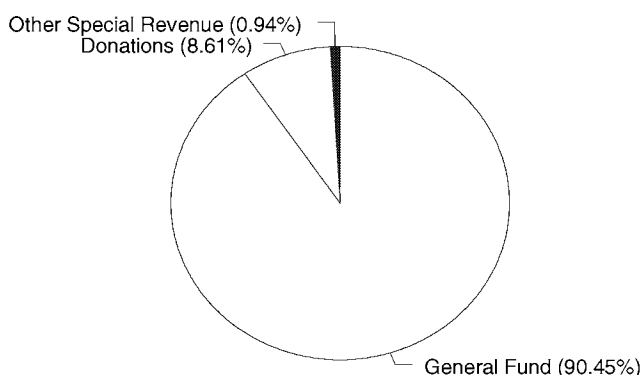
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,895,152	1,967,942	2,050,346	2,136,559
NON-PERSONNEL	618,300	532,638	576,488	579,488
CAPITAL GOODS OUTLAY	<u>9,040</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>2,522,492</u>	<u>2,500,580</u>	<u>2,626,834</u>	<u>2,716,047</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>214,284</u>	<u>217,560</u>	<u>259,404</u>	<u>259,404</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>214,284</u>	<u>217,560</u>	<u>259,404</u>	<u>259,404</u>
GENERAL FUND	<u>2,308,208</u>	<u>2,283,020</u>	<u>2,367,430</u>	<u>2,456,643</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 7.6%				
FULL-TIME POSITIONS	17.0	17.0	17.0	17.0
PART-TIME POSITIONS (FTE)	12.38	12.38	12.38	12.38
TOTAL AUTHORIZED POSITIONS	29.38	29.38	29.38	29.38

HISTORIC ALEXANDRIA

FY 2006 Approved Expenditures by Type



FY 2006 Approved Expenditures by Fund



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$82,404, or 4.2 percent. This increase is attributable to the cost of employee merit adjustments, and adjustments to the base budget for part time personnel to staff events and to maintain museum hours. These increases are offset by a vacancy savings of \$5,000.
- Non-Personnel - FY 2006 increase in non-personnel is \$43,850, or 8.2 percent. This is primarily attributable to increased utility costs at the Torpedo Factory Art Center and other sites, and a proposed \$44,000 increase in the Gadsby's Tavern Donations Account. It should be noted that if donations are not raised, the expenditures associated will not be made.

HISTORIC ALEXANDRIA

City Manager Proposed

Adjustments to Maintain Current Services and Policies

- Increased utility costs at the Torpedo Factory Art Center and other sites of \$12,918
- \$6,200 in increased funds for part-time employees who work fewer than 10 hours per week to staff events and maintain museum hours at the Lyceum, Archaeology, Lloyd House and the Black History Museum

City Council Approved

- The Approved FY 2006 General Fund budget for the Office of Historic Alexandria reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

None

Expenditure Reductions

- Efficiencies - The department will use \$10,083 from its FY 2005 "efficiency savings account," and \$7,747 from the equipment replacement reserve fund (since the department does not replace vehicles), in addition to taking a \$5,000 vacancy factor.

Revenue Issues

- In order to continue to encourage entrepreneurial efforts, the Office of Historic Alexandria, in consultation with the Office of Management and Budget, establishes General Fund revenue goals for various sites on an annual basis, based on past performance. By agreement with OMB, the department is allowed to reappropriate General Fund revenues raised in excess of these goals. The total revenue goal for FY 2006 is \$88,329, a \$10,000 increase over FY 2005. This amount is used to offset departmental general fund expenditures.

DEPARTMENT DETAIL

OHA's staff are charged with providing programs to enhance the quality of Alexandria's urban environment for its residents by building a sense of community identity and continuity, preserving the historic cultural diversity of the City, and contributing to the City's national and international reputation. These programs bring people and business to Alexandria by making the City an attractive location for leisure activities, conventions, offices and businesses.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

The Administration Division sets priorities for the department to encourage a professional, well-developed publications program, a concern for preservation and care of all historic sites, and the development of a quality exhibition program. Other responsibilities of this division include: budget oversight; financial analysis; assistance in personnel issues; and the administration of the Open Space Easement Program in cooperation with the Alexandria Historical Restoration and Preservation Commission. The Administration Division also provides staff support for the Historic Alexandria Resources Commission, the Public Records Advisory Commission, and the Alexandria Historical Restoration and Preservation Commission.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Administration				
General Fund Expenditures	405,168	395,821	404,571	428,612
<u>FULL-TIME STAFFING</u>	3	3	3	3

Gadsby's Tavern Museum consists of two buildings, a (circa) 1785 tavern and the 1792 City Hotel. The mission of the Museum is to teach the public about the history of the site, and to preserve the two historic structures. Supported by on-going research and professional standards, the Museum's programs, collections, and exhibitions create a varied and meaningful learning environment that addresses the needs and interests of the community's residents and visitors. Like the 18th Century purpose of the site, the goal is to play a dynamic role in the social, economic, and educational life of Alexandria, thus contributing to the City's identity and vitality.

	ACTUAL FY 2004 /1	APPROVED FY 2005 /1	PROPOSED FY 2006 /1	APPROVED FY 2006 /1
<u>DIVISION:</u> Gadsby's Tavern Museum				
General Fund Expenditures	289,863	294,997	300,865	314,221
<u>FULL-TIME STAFFING</u>	3	3	3	3
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, Gadsby's had a revenue earning goal of \$10,000. The FY 2006 goal remains at \$10,000. Monies earned in excess of this goal will be recommended for reappropriation to the Museum.				

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Gadsby's Tavern Museum] To present history programs, events and tours of Gadsby's Tavern Museum to a variety of audiences

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of requests for general interest tours	1,295	1,334	1,991	1,800	1,800
Number of requests for school tours	57	81	62	65	65
Number of requests for adult groups	33	27	19	25	25
Number of special publications, special interest lectures or symposia	35	17	15	18	18
Revenue generated by general interest and adult group tours	\$17,209	\$16,811	\$18,711	\$18,000	\$18,000
Revenue generated from special interest programming	\$34,882	\$51,248	\$55,692	\$50,000	\$50,000
Number of visitors given tours	8,882	9,223	12,252	13,000	13,000
Number of group tours provided	562	526	508	750	700
Number of school children served	1,709	1,519	1,724	1,800	1,500
Number of persons served by special events	6,532	6,690	8,757	7,000	7,000
Percentage of planned public programs that meet Museum mission	100%	100%	100%	100%	100%

OBJECTIVE: [Gadsby's Tavern Museum] To increase revenue and attendance by marketing the museum to new and expanded audiences.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of contemporary Tavern events	12	19	13	12	12
Number of building rentals	15	8	11	10	10
Revenue generated by contemporary events	\$11,474	\$21,426	\$19,258	\$12,000	\$12,000
Revenue generated by rentals	\$18,340	\$16,225	\$13,195	\$15,000	\$15,000
Number attending contemporary events	1,953	1,469	720	700	700
Number of visitors to site from rentals	1,234	1,036	915	1,000	1,000
Percentage of contemporary events related to the history of the Tavern	100%	100%	100%	100%	100%
Percentage of rentals that generated revenue in excess of \$500	100%	100%	100%	100%	100%

The Lyceum provides visitors with a unique historical experience through exhibitions, programs, special events, the sale of merchandise in The Lyceum Museum Shop and rental of the facility. As both a general community history museum and a historic site, the institution's mission is further divided into two primary goals: first, to preserve and interpret the history and material culture of Alexandria and the surrounding region and, secondly, to protect, preserve and interpret the historic site known as The Lyceum. In pursuit of these goals, the museum staff follows an active collections program, develops and mounts exhibitions, produces public programs and school tours, and hosts a variety of other activities. The Lyceum regularly works with other historic sites and museums to bring about a more in-depth appreciation of the community's history.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

	ACTUAL FY 2004 /1	APPROVED FY 2005 /1	PROPOSED FY 2006 /1	APPROVED FY 2006 /1
<u>DIVISION:</u> Lyceum				
General Fund Expenditures	371,901	341,945	357,266	370,312
<u>FULL-TIME STAFFING</u>	3	3	3	3
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, the Lyceum had a revenue earning goal of \$40,000. The goal is increased to \$45,091 in FY 2006. Monies earned in excess of this goal will be recommended for reappropriation to the Lyceum.				

INDICATORS AND MEASURES

OBJECTIVE: [The Lyceum] To provide a unique historical experience for visitors through exhibitions, programs, special events, Museum Shop sales and rental of the facility. *

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Museum visitation	34,230	29,213	31,826	33,000	34,000
Cost per visitor	\$9.15	\$11.71	\$11.61	\$10.36	\$10.38
Percent of teachers returning for school program (est.)	88 %	89 %	89 %	90 %	91 %
Number of rental functions	246	333	359	370	375

* Data have been revised from previously published documents.

The Alexandria Black History Museum (ABHM) adopted a new mission statement in 2001: to enrich the lives of Alexandria's residents and visitors, to foster tolerance and understanding among all cultures, and to stimulate appreciation for the diversity of the African American experience. The ABHM accomplishes its mission by inspiring the public to explore the integral relationship between Alexandria's African American heritage and other cultural traditions, and by collecting artifacts and archival materials relating to Alexandria's African American heritage within its regional and national context.

As both a historic site and museum, the ABHM includes the formerly segregated Robert H. Robinson Library, the Watson Reading Room, and the Alexandria African American Heritage Park. The museum demonstrates the inter-relationship of regional and global African American heritage and fosters cultural understanding and respect. Objectives include maintaining the historic fabric of the Robinson Library, collections management and the acquisitions of objects and archival materials of Alexandria interest, exhibitions, lectures and children's programming.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Black History Museum				
General Fund Expenditures	241,294	237,138	256,791	262,453
<u>FULL-TIME STAFFING</u>	2	2	2	2

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Alexandria Black History Museum] To present programs, exhibitions and outreach services that will provide visitors with a historically accurate interpretation of African Americans in Alexandria and the Metropolitan Washington, D.C. community.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of programs, special events and exhibitions*	185	220	116	120	130
Number of participants in special events and programs**	5,940	4,239	2,458	4,000	4,500
Number of visitors to Museum	10,727	7,473	4,323	6,500	7,000
Percent of visitors indicating satisfaction with event or program (from a sampling of recorded remarks)	100%	90%	90%	90%	90%

* The length of time an exhibit is on display at the Museum may vary from two weeks to two months, therefore the number of exhibitions is dependent on the length of time an exhibit is on display.

** The number of visitors to the Museum is expected to significantly increase in the upcoming years through cooperative efforts with individuals and organizations to increase awareness of the Museum and its programs and special events.

The Fort Ward Museum and Historic Site interprets the Civil War Defenses of Washington, D.C. Fort Ward is a model of military engineering and preservation, wartime Alexandria, and soldier and civilian life during the Civil War. The primary mission of the Museum is to preserve and interpret the historic Union fort, and to collect, preserve and interpret Civil War artifacts that are featured in exhibitions. Fort Ward also serves as the context for a variety of public programs that are sponsored by the Museum including tours, lectures and living history events.

To meet its educational goals, the Museum also operates a specialized Civil War research library, maintains an informative web site, distributes an award-winning outreach program to local schools, and collaborates with other agencies which preserve Civil War fortifications and promote Civil War heritage tourism.

<u>DIVISION:</u> Fort Ward Museum and Historic Site	<u>ACTUAL</u> FY 2004 /1	<u>APPROVED</u> FY 2005 /1	<u>PROPOSED</u> FY 2006 /1	<u>APPROVED</u> FY 2006 /1
General Fund Expenditures	301,908	295,870	306,016	314,369
<u>FULL-TIME STAFFING</u>	2	2	2	2
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, Fort Ward had a revenue earning goal of \$5,200. The goal remains the same for FY 2006. Monies earned in excess of this goal will be recommended for reappropriation to the Museum and Historic Site.				

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Fort Ward Museum and Historic Site] To present programs, special events, tours, lectures and exhibitions that will provide visitors with a historically accurate and meaningful interpretation of Fort Ward, the defenses of Washington, D.C., the City of Alexandria and the Civil War in general.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of programs, tours, and exhibitions	89	58	68	60	60
Number of participants in programs, special events and tours	4,179	5,326	3,021	4,000	4,000
Number of school children served	2,590	3,119	2,558	2,500	2,500
Number of visitors to Museum/Fort	62,070	31,316	34,349	35,000	36,000

Friendship Firehouse was one of three volunteer fire companies established in 18th-century Alexandria. Historic fire fighting equipment and early engines are displayed in the museum, which is owned by the City and administered through the Office of Historic Alexandria.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Friendship Firehouse				
General Fund Expenditures	27,437	25,401	25,337	25,709
FULL-TIME STAFFING	0	0	0	0

Alexandria Archaeology is dedicated to preserving and studying Alexandria's rich archaeological heritage and fostering within residents and visitors a connection between the past and present while inspiring a sense of stewardship and adventure. Alexandria Archaeology protects and manages significant archaeological resources throughout the City through the Archaeological Resource Protection Code; studies Alexandria's past through excavation, research and artifact analysis; manages the Alexandria Archaeology Collection of over two-million artifacts and associated records in accordance with federal and professional standards; and provides access to the wealth of knowledge derived from study of the City's archaeology through volunteer opportunities, education, publications, the City website, and heritage tourism through the Alexandria Archaeology Museum's exhibits, the Alexandria Heritage Trail, and public programs.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Archaeology	/1	/1	/1	/1
General Fund Expenditures	449,424	460,143	467,085	487,722
FULL-TIME STAFFING	3	3	3	3
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, Archaeology had a revenue earning goal of \$23,000. The goal remains the same for FY 2006. Monies earned in excess of this goal will be recommended for reappropriation to Archaeology.				

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Archaeology] To assess site plans and special use permits for archaeological impact.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of applications reviewed*	77	67	74	80	80
Percent of applicants reporting satisfaction with review service	100 %	100 %	100 %	98 %	98 %
Percent of applications which staff can comprehensively assess with improved technology	90 %	90 %	95 %	95 %	95 %

* The number of applications reviewed is a function of development activities within the City.

The Torpedo Factory Art Center attracts more than 700,000 visitors annually, houses more than 160 artists, and provides a place for communication about the arts between the artist and the public. In August 1998, the City repurchased the Center from the Alexandria Art Center Associates to ensure the continued use of the facility as a public art center. The City privatized the facility in September 1998, via a lease with the Torpedo Factory Artists' Association. The Artists' Association assumed responsibility for the daily operations of the building and the City assumed responsibility for capital building maintenance.

This lease and privatization plan was designed to be cost neutral. The initial lease term has expired and a new lease (also cost neutral) has been approved by City Council. General Fund expenditures are for the City's share of utilities at the Art Center.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Torpedo Factory Art Center				
General Fund Expenditures	41,820	41,820	49,562	49,562
FULL-TIME STAFFING	0	0	0	0

The Archives and Records Management Division provides a range of services to support the efficient and economical management of the City of Alexandria's records including a storage facility for inactive records, identifying vital records, and offering records management training as well as assistance with records management guidelines and state-mandated records retention schedules, imaging and microfilming projects, reference services, and transferring inactive records to the Archives & Records Center. The Archives and Records Management Division also preserves the public records of the City government and makes them available for research.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

	ACTUAL	APPROVED	PROPOSED	APPROVED
DIVISION: Archives and Records Management	FY 2004	FY 2005	FY 2006	FY 2006
General Fund Expenditures	179,393	189,885	199,937	203,683
FULL-TIME STAFFING	1	1	1	1

INDICATORS AND MEASURES

OBJECTIVE: [Archives and Records Management] To efficiently appraise, arrange, describe, and maintain all City records with legal, fiscal, administrative, or historic value to the City. *

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total records boxes received	1,248	1,313	1,503	1,400	1,500
Permanent records boxes received	145	60	127	100	100
Permanent records boxes processed, preserved, arranged and available for research	182	60	314 **	150	125

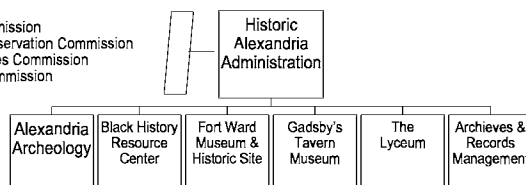
* The number of records transferred from City departments to Archives can vary greatly from year to year.

** Increase due to processing of significant numbers of City Council records.

OBJECTIVE: [Archives and Records Management] To efficiently dispose of City records.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of boxes of records destroyed	1,330	1,977	1,582	1,500	1,500
Number of boxes at offsite facility	1,766	1,831	2,029	1,831	1,900

Alexandria Archeology Commission
Historic Restoration and Preservation Commission
Historic Alexandria Resources Commission
Public Records Advisory Commission



LIBRARY

5005 Duke Street • Alexandria, VA 22304 • 703.519.5905
Patrick M. O'Brien, Library Director • pobrien@alexandria.lib.va.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: The goal of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information and in-person information services that foster and support an informed and educated community.

OBJECTIVES:

- To foster and support an informed community through the provision of comprehensive materials, information services and programs.
- To promote reading by providing materials and programs for children and parents.
- To provide accurate, timely information to meet the needs of the residents of Alexandria.
- To maintain and provide talking books for the visually impaired.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	4,330,972	4,688,815	4,777,960	5,129,737
NON-PERSONNEL	1,663,665	1,677,833	1,700,497	1,700,497
CAPITOL GOODS OUTLAY	<u>22,120</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>6,016,757</u>	<u>6,366,648</u>	<u>6,478,457</u>	<u>6,830,234</u>
SPECIAL REVENUES & OTHER SOURCES	<u>392,728</u>	<u>397,504</u>	<u>391,805</u>	<u>391,805</u>
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>392,728</u> *	<u>397,504</u> **	<u>391,805</u> ***	<u>391,805</u> ***
GENERAL FUND	<u>5,624,029</u>	<u>5,969,144</u>	<u>6,086,652</u>	<u>6,438,429</u>
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 7.9%				
FULL-TIME POSITIONS	52	54 /1	55 /2	55 /2
PART-TIME POSITIONS (FTE)	28.25	27.33 /3	26.45 /2	26.45 /2
TOTAL AUTHORIZED POSITIONS	80.25	81.33	81.45	81.45

* FY 2004 Library Special Revenues included \$203,257 in State Aid, and \$189,471 from fines and fees.

** FY 2005 Library Special Revenues include \$203,259 in State Aid, and \$194,245 from fines and fees.

*** FY 2006 Library Special Revenues include \$197,560 in State Aid, and \$194,245 from fines and fees.

/1 Position count increased in FY 2005 due to the approved addition of two full-time positions in the renovated and expanded Duncan Library.

/2 Position count changed due to the conversion of a part-time (.88 FTE) Library Assistant II position to a full-time (1.0 FTE) position.

/3 Position count decreased due to incorrectly budgeted part-time positions (1.52 FTE), offset by an approved supplemental request for additional part-time hours (.60 FTE).

LIBRARY

City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by a net of \$89,145, or 1.9 percent. This increase is attributable to the cost of employee merit adjustments. This increase is partially offset by the application of a vacancy factor of 3.3 percent, or \$156,437 which has been spread proportionately between all divisions.
- Non-Personnel - FY 2006 increase in non-personnel is \$22,664, or 1.4 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Adjustments totaling \$6,921 were made to various line items in the Administration division to maintain current services.
- Increase of \$7,299 was made to fees for professional services in the Beatley division to reflect increases to contract costs for security monitoring, ground maintenance, and security guards.
- Adjustments totaling \$8,542 were made to various line items in the Duncan division to maintain current services.

City Council Approved

- The Approved FY 2006 General Fund budget for the Alexandria Library reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

Supplemental Budget Requests

Approved

- Conversion of Part-Time Library Assistant II Position to Full-Time \$7,097
This supplemental will fund the conversion of one 35-hour part-time Library Assistant II to a 40-hour full-time position. The full cost of this position (\$35,854) is partially offset by \$28,757 currently budgeted in FY 2006.
- Additional Guard Hours for all Library Divisions \$24,960
This supplemental will fund 30 hours per year of additional guard hours service for all library divisions.
- Increase in building and maintenance cost for Duncan \$8,942
This supplemental will fund the increase in building and maintenance cost in the Duncan division to reflect increases to contract costs for grounds maintenance, security monitoring and maintenance of security equipment as the renovated and expanded Duncan Library reopens.

LIBRARY

Not Approved

- Additional Librarian I at Beatley - \$53,064
- Reclassification of multiple positions - \$30,527
- Two additional part-time positions at Barrett - \$27,980

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$156,437 described above, the department's budget was reduced by \$34,691 as efficiency reductions. The department will not fill a vacant Library Assistant I position in the Technical Services division to meet the efficiency reduction.

DETAIL BY DIVISION

The Alexandria Library, supervised by the Alexandria Library Board which evolved from a 1937 agreement between the City and the Alexandria Library Company, is an educational, user-oriented public service provider. It maintains collections of reading, viewing, and listening materials for on-site use and for home borrowing; maintains and preserves extensive collections of Alexandria and Virginia historical documents; provides information services through a professional staff, access to the Internet, and electronic databases; maintains the web site for 24 hour, seven day a week access to the automated catalog, patron records, and other databases; and provides services to those who are unable to get to a library facility through a variety of outreach services such as deposit collections and home delivery.

The Alexandria Library consists of three divisions: Administration, Technical Services, and Public Services. The Public Services Division has six components: the Kate Waller Barrett Branch; the Local History Branch (formerly the Lloyd House collection) housed separately within the Barrett Branch; the Charles E. Beatley, Jr. Central Library; the Talking Books Service; the Ellen Coolidge Burke Branch; and the James M. Duncan Branch.

The Administrative Division has responsibility for all operations of the Library and carries out the policies as set forth by the Alexandria Library Board. The Director of Libraries, hired by and reporting to the Alexandria Library Board, is charged with the responsibility of carrying out policies and the successful operation of the Library. He or she acts as the agent for the Alexandria Library Board.

The division is dedicated to providing quality and cost-effective, efficient library services to the City of Alexandria. In planning and implementing programs, the division provides leadership in the rapidly changing area of electronic information and insures continuity in the provision of time-honored, important library services such as books, magazines, newspapers, CD recordings, and other print or electronic media for the informational, educational and recreational needs of library patrons. The division oversees the Library's computer operations and the web site at www.alexandria.lib.va.us.

LIBRARY

DETAIL BY DIVISION

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Administration				
All Funds Expenditures	908,795	831,019	802,752	825,933
<u>FULL-TIME STAFFING</u>	9	9	9	9

The Public Services Division has responsibility for providing direct service to the public through branches and outreach services. It has five main components:

Charles E. Beatley, Jr. Central Library opened in January 2000. The 60,200 square foot facility, designed by world renowned architect Michael Graves, houses the main reference and circulating collections, the Talking Books Service, the Technical Services Division, and the Administrative Division. The facility houses 170,000 books, 4,000 multimedia items, and more than 20 electronic reference databases, encyclopedias, and indexes; many providing full text periodical and newspaper articles (these services are also accessible at all other public services divisions except Talking Books).

The branch manages the Library's outreach program which includes the maintenance of four on-site collections at homes for the elderly, delivery to home bound residents (254 patron visits in FY2004), and services to home day-care providers (97 visits with 795 attendees in FY 2004), child care centers (409 visits with 7,478 attendees in FY 2004), and homeless shelters (65 visits with 403 attendees in FY 2004) through the Ready, Set, Grow program.

The Beatley Branch also provides a major community meeting room capable of seating 154 persons and wired to provide cablecasts for official City meetings. This meeting room and a smaller conference room are available free of charge to civic and neighborhood organizations. Fees are charged for non-profit and for-profit organizations and businesses. The branch is open seven days a week all year round.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006 *	APPROVED FY 2006 *
<u>PUBLIC SERVICES COMPONENT:</u> Beatley				
All Funds Expenditures	2,211,824	2,332,833	2,422,288	2,585,901
<u>FULL-TIME STAFFING</u>	15	16 **	17	17
* FY 2006 funds includes a supplemental of \$7,097 to convert a part-time (.88 FTE) position to full-time (1.0 FTE) position and supplemental funding of \$10,816 for Beatley's share of an overall increase in guard hours. ** One full-time position was transferred from the Technical Services Division to Beatley Library.				

LIBRARY

DETAIL BY DIVISION

The Talking Book Service, a public service section of the Charles E. Beatley Jr. Central Library, is a sub-regional library for the blind and physically handicapped supported in large part by the Library of Virginia and the Library of Congress. It receives, houses, repairs, and circulates, mostly via the mail, recorded books provided from the Library of Congress. Located on the second floor of the Beatley Central Library, the Talking Book Service maintains 40 hours per week walk-in service and provides access to terminals and materials delivery to the main level during the same hours as Beatley Library.

INDICATORS AND MEASURES

OBJECTIVE: [Talking Books*] To maintain and provide talking books for the visually impaired.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Registered Patrons	441	309	254	275	300
Talking Book Circulation	4,557	4,759	5,132	5,300	5,500

* This program is federally mandated.

The Kate Waller Barrett Branch, renovated and expanded to 25,000 square feet in 1995, was reconfigured in early 2000 to house the collections formerly located in the Burke Branch and the historic collections formerly located in the Lloyd House. The Barrett Branch upper level contains the reference, fiction and biography collections and the main level contains the children's collections and the Local History collection. Eight terminals for Internet access are available, on a scheduled basis, on the upper level. The branch serves the basic library needs of residents in the Old Town area and maintains a strong business reference collection to serve the many associations and businesses located nearby. The branch is open seven days a week from Labor Day to Memorial Day, and six days a week the rest of the year.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>PUBLIC SERVICES COMPONENT:</u> Barrett				
All Funds Expenditures	954,139	1,006,964	1,035,274 *	1,095,356 *
<u>FULL-TIME STAFFING</u>	8	8	8	8

* FY 2006 funds includes supplemental funding of \$4,160 for Barrett's share of an overall increase in guard hours.

The Local History Branch is located in a secure space occupying approximately one third of the main level of the Barrett Branch. This branch offers an outstanding collection of Alexandria and Virginia history in many formats including books, maps, manuscripts, microfilm, reference CDs, and other memorabilia. Parts of this collection are also digitized to be available in electronic formats and be accessible through the Library's web site. At the end of FY 2004, twelve on-line historic exhibits and nineteen indexes were posted on the web site and accessible not only to residents but to viewers throughout the world.

LIBRARY

DETAIL BY DIVISION

In addition, the Local History branch offers access to a major online genealogy service, www.heritagequestonline.com. It is the one purchased online service that is consistently the most frequently used by Library website users. On-line access to all of these resources is available 24 hours a day, seven days a week. Historians and researchers can do much preparatory work prior to visiting the collections.

<u>PUBLIC SERVICES COMPONENT:</u> Local History	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	283,435	312,235	318,722	330,150
<u>FULL-TIME STAFFING</u>	2	2	2	2

The Duncan Branch is a small full service facility located in the Del Ray area serving the multi-ethnic Potomac West neighborhood and the new Potomac Yard development. The branch places some special emphasis on service to the Hispanic community through subscriptions to popular Spanish language magazines. The large population of children in the Duncan service area enjoyed 234 programs in FY 2004 with a total of 6,994 attendees.

The Duncan Branch temporarily located at 3809 Mt. Vernon Avenue is scheduled to reopen in its newly expanded facility just prior to FY 2006.

<u>PUBLIC SERVICES COMPONENT:</u> Duncan	<u>ACTUAL</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2006</u>
All Funds Expenditures	624,918	727,628	777,869 *	818,374 *
<u>FULL-TIME STAFFING</u>	5	7**	7	7
* FY 2006 includes a supplemental for Duncan's building and maintenance costs in the amount of \$8,942 and supplemental funding of \$4,992 for Duncan's share of an overall increase in guard hours. ** FY 2005 position count increased due to the approved addition of two full-time positions at the renovated and expanded Duncan Library.				

The Ellen Coolidge Burke Branch Library, re-opened in March 2002 and was officially dedicated on April 20, 2002. It is a shared use facility with library operations on the upper level and Alexandria City Public Schools' offices on the lower level. Complete branch library services are provided, including access to computers, Internet services and conventional library materials for children and adults. It also provides reference materials, a community meeting space, and cooperative programs with Alexandria City Public Schools.

LIBRARY

DETAIL BY DIVISION

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>PUBLIC SERVICES COMPONENT:</u> Burke				
All Funds Expenditures	532,106	620,919	641,095 *	674,731 *
<u>FULL-TIME STAFFING</u>	5	5	5	5
* FY 2006 funds include the continuation of \$50,000 approved in FY 2005 by City Council via the add/delete process to accelerate the acquisition of materials at the Burke Library. This acceleration concludes in FY 2006 with this last additional \$50,000 budget allocation. FY 2006 funds also include supplemental funding of \$4,992 for Burke's share of an overall increase in guard hours.				

INDICATORS AND MEASURES

OBJECTIVE: [System Wide] To foster and support an informed citizenry through the provision of comprehensive materials, information services and programs.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total circulation per year	987,450	1,044,868	1,032,147	1,086,402	1,100,000
Circulation per patron	1.3	1.3	1.2	1.2	1.2
Circulation per capita	7.7	8.1	7.6	7.9	8.0
Patron visits	755,281	833,835	893,427	927,228	940,000
Patron visits per capita*	5.9	6.5	6.6	6.8	6.8
Collection turnover**	1.9	2.0	1.9	1.8	1.9
Materials	509,288	528,309	552,318	575,400	594,000
Materials per capita*	4.0	4.1	4.1	4.2	4.3
In-house use***	329,150	348,289	344,049	362,134	366,667
Registered Borrowers	119,661	126,815	134,846	134,500	136,500

* Patron visits per capita and materials per capita are based on total estimated City population. Population estimated at 137,000 for FY 2005 and 138,000 for FY 2006.

** Average number of times per year books are checked out.

*** Number of books used while patrons are in the library.

The Technical Services Division is responsible for the acquisition, cataloging and processing of all library materials, both print and non-print. Utilizing automated ordering, searching internationally generated bibliographic records, and cataloging unique items, the division processes 20,000 new individual titles annually, most in multiple copies.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION:</u> Technical Services				
All Funds Expenditures	501,540	535,050	480,457 *	499,789 *
<u>FULL-TIME STAFFING</u>	8	7**	7	7
* FY 2006 funds decrease is partially due to efficiency reductions totaling \$34,691.				
** One full-time position was transferred to Beatley Library from the Technical Services Division.				

LIBRARY

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Children Services (Ages Birth to 14)] To promote reading by providing materials and programs for children and parents. *

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of children's programs	1,354	1,510	1,719	1,900	2000
Attendance at children's programs	19,045	31,054	36,825	38,000	40,000
Juvenile patron cards	14,274	15,087	15,646	15,938	15,588
Juvenile circulation*	94,862	104,927	245,332	255,000	265,000
Circulation per Juvenile card	17.7	23.1	15.7	16.0	17.0

* Juvenile circulation was estimated in previous years. In FY 2004 the Library discovered a way to calculate actual circulation. Numbers for FY 2002 and FY 2003 are therefore corrections and will not match budget from previous years.

OBJECTIVE: [Reference, Electronic Information and Education Services] To provide accurate, timely information to meet the needs of the citizens of Alexandria.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total reference queries*	n/a	580,650	580,650	609,683	620,000
Branch number of total reference questions: *					
Barrett	n/a	81,291	46,400	48,775	49,600
Beatley	n/a	342,583	445,300	457,262	465,000
Burke	n/a	104,517	47,250	48,775	49,600
Duncan	n/a	23,226	24,200	36,581	37,200
Local History	n/a	29,032	17,500	18,290	18,600
Electronic Information Searches	65,073	56,207	63,593	72,324	80,000
Web Site Visits	166,404	228,683	268,465	290,592	340,500
Web Site Pages Used	715,906	861,944	1,025,409	1,210,212	1,370,200

* New measure beginning in FY 2003. Data not available prior to that time.

OTHER RECREATION ACTIVITIES

PROGRAM DESCRIPTION: This category summarizes the City's operating contributions to organizations that provide recreational and cultural activities for the citizens of Alexandria.

The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency established to provide a system of regional parks in Northern Virginia. The Authority strives to offer regionally significant parks, open space and recreational opportunities, and facilities not provided by the local park and recreation departments. During FY 2006, the Authority will continue to operate 19 regional parks and administer extensive regional historic and conservation properties throughout Northern Virginia. In addition to over 10,000 acres of parkland, the NVRPA parks and facilities offer recreational opportunities such as golf courses, including 18-hole, miniature and disc golf; pools; campsites; marinas, including facilities for sailing, rowing, sculling, canoeing and kayaking; a shooting center for archery, skeet and trap shooting; nature trails and preserves; a conference center; and historical sites. These parks and facilities provide recreational opportunities to more than five million visitors each year. Approximately 21 percent of the Authority's operating budget is supported by member jurisdictions via a formula allocation, with the balance financed through user fees collected at the Authority's facilities.

In Alexandria, the Northern Virginia Regional Park Authority operates two facilities, the Carlyle House and the Cameron Run Regional Park. The Carlyle House is a museum operated from an historic home located on Fairfax Street in Old Town. The Cameron Run Regional Park is a facility located in the Eisenhower Valley with a large wave pool, giant water slide, playground and miniature golf course.

The City's contribution to the Northern Virginia Regional Park Authority is based on its proportionate share of the total population of the participating jurisdictions, which include Arlington County, Fairfax City, Fairfax County, Falls Church City, and Loudoun County.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	0
NON-PERSONNEL	232,220	236,898	247,152	257,152
CAPITAL GOODS OUTLAY	0	0	0	0
TOTAL EXPENDITURES	<u>232,220</u>	<u>236,898</u>	<u>247,152</u>	<u>257,152</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	0
TOTAL SPECIAL REVENUES AND OTHER SOURCES	0	0	0	0
GENERAL FUND	<u>232,220</u>	<u>236,898</u>	<u>247,152</u>	<u>257,152</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 8.5%

OTHER RECREATION ACTIVITIES

City Manager Proposed

- The Proposed FY 2006 General Fund budget for Other Recreation Activities reflects an increase of \$10,254, or 4.3 percent, as compared to the Approved FY 2005 General Fund budget.
- The Proposed budget includes full funding of the City's operating contribution to the Northern Virginia Regional Park Authority.
- In addition to the operating contribution, the City provides funding for Alexandria's proportionate share of the Authority's capital budget. For more information on the City's capital contribution to the Authority, please refer to the FY 2006 - FY 2011 Capital Improvement Program document.

City Council Approved

- City Council approved the addition of \$10,000 for a one-time grant to the Carlyle House for repairs via the Add/Delete process.
-

RECREATION, PARKS AND CULTURAL ACTIVITIES

1108 Jefferson Street • Alexandria, VA 22314 • 703.838.4842
Kirk Kincannon, Director • kirk.kincannon@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide high quality park facilities and a wide range of recreation programs and cultural activities for persons of different ages, skill levels, interests, social needs and financial resources.

OBJECTIVES:

- To sponsor and hold special and cultural events that include holiday themes, ethnic festivals, concerts and the City's and Nation's Birthday Celebration;
- To provide recreation programs for residents with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities;
- To provide competition, sports and fitness programs (including volleyball, softball, basketball and soccer) for adult residents of Alexandria;
- To provide sports programs (football, basketball, baseball, softball and tennis) for the City's youth through individual and team competition in regular and instructional leagues;
- To operate recreation centers and playgrounds serving City neighborhoods;
- To operate programs and activities, including classes, swimming, racquetball and other facilities; and
- To inspect and maintain City-owned parkland, athletic fields and nature trails.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	11,479,730	12,652,637	12,957,531	13,322,504
NON-PERSONNEL	4,311,608	4,498,888	4,917,289	4,917,289
CAPITAL GOODS OUTLAY	<u>273,306</u>	<u>123,000</u>	<u>482,979</u>	<u>482,979</u>
TOTAL EXPENDITURES	<u>16,064,644</u>	<u>17,274,525</u>	<u>18,357,799</u>	<u>18,722,772</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	223,735	309,775	381,496	381,496
INTERNAL SERVICES FUND	<u>258,087</u>	<u>123,000</u>	<u>348,259</u>	<u>348,259</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>481,822</u>	<u>432,775</u>	<u>729,755</u>	<u>729,755</u>
GENERAL FUND	<u>15,582,822</u>	<u>16,841,750</u>	<u>17,628,044</u>	<u>17,993,017</u>

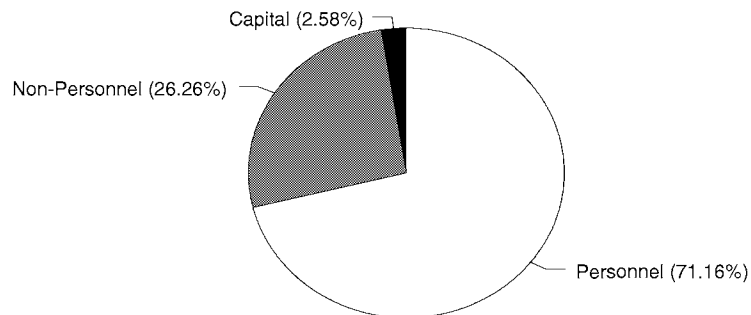
PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 6.8%

FULL-TIME POSITIONS	128	133	136	136
PART-TIME POSITIONS (FTE)	52.76	50.83	53.48	52.48
AUTHORIZED OVERHIRES (FULL-TIME)	0	2	0	0
TOTAL AUTHORIZED POSITIONS	180.76	185.83	189.48*	188.48 *

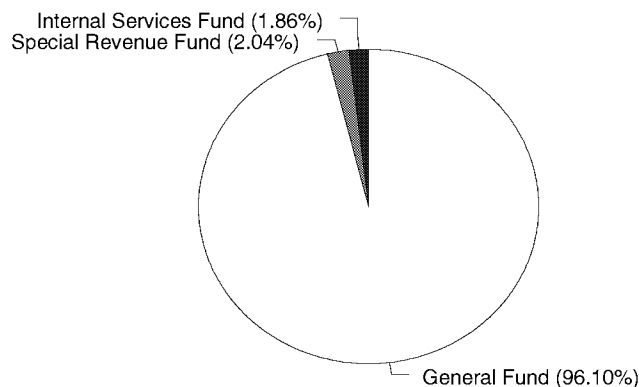
* The FY 2006 budget reflects approved supplemental funding for a full-time Event Manager, a full-time Administrative position (resulting from combining two part time positions), two full-time Planner positions (formerly two overhire positions), two part-time van drivers, a part-time assistant dockmaster, and a part time Equipment Maintenance position (formerly an unfilled full-time equipment operator position).

RECREATION, PARKS AND CULTURAL ACTIVITIES

FY 2006 Approved Expenditures by Type



FY 2006 Approved Expenditures by Fund



City Manager Proposed

Overview

- Personnel - FY 2006 Proposed Personnel increased by \$304,894, or 2.4 percent. This increase is attributable to the cost of employee merit adjustments and other adjustments to maintain current services and policies, and due to other supplemental budget requests described below. This increase is offset by the application of a vacancy factor of 3.5 percent, or \$452,993.
- Non-Personnel - FY 2006 increase in non-personnel is \$418,401, or 9.3 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

RECREATION, PARKS AND CULTURAL ACTIVITIES

City Manager Proposed

Adjustments to Maintain Current Services and Policies

- Convert two unfunded overhire Planner positions to permanent, full-time City positions (\$162,000)
- Establish formal Information Technology maintenance budget (\$97,764)
- Increase the funding for maintenance of grass (medians, right of ways)(\$75,000)
- Establish non-personnel budget for Senior Programs (\$42,200)
- Provide operating costs for West-End Transportation Program (\$80,063)
- Increase Telecommunication budget (\$70,608)
- Increase gas utilities budget (\$35,200)
- Increase the funding for the maintenance of open space (\$20,000)

City Council Approved

- The Approved FY 2006 General Fund budget for the Recreation Department reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.
- The Approved FY 2006 General Fund budget also reflects City Manager recommended and City Council approved changes suggested in Budget Memo #48. As a result of these changes, \$56,368 for the part-time Event Administrator and the part-time Volunteer/Outreach Coordinator recommended in the Proposed budget as enhancements for the newly established Arts, Marketing and Special Services Volunteer Division have been eliminated. Additionally, \$66,755 has been restored to the Recreation Department budget to maintain Saturday and Sunday hours of operation at the current levels.
- City Council approved the designation of \$50,000 in Contingent Reserves via the Add/Delete process for the Arts Commission to plan for and implement a study on the establishment of a public arts initiative and related activities. Consistent with City policy, monies budgeted in the Contingent Reserves account can only be allocated to a department for expenditures after specific action by City Council.

Supplemental Budget Requests

Approved

- Enhancements for the newly established Arts, Marketing and Special Services Volunteers Division \$142,647

Funding is approved to enhance and assist with the implementation of more than 100 events provided to citizens and visitors by the Department. In addition to funding for an Events Manager funding was requested for a part-time Event Administrator and a part-time Volunteer/Outreach Coordinator. Only the Events Manager position is funded at this

RECREATION, PARKS AND CULTURAL ACTIVITIES

Supplemental Budget Requests, continued

Approved, continued

time at a cost of \$62,147 and an additional \$80,500 in non-personnel is included in the Approved budget.

- Increased staffing at the Marina \$34,760

In order to provide better staffing coverage of the City's marina, funding is approved for an additional part-time Assistant Dockmaster, which will enable the Department to decrease its reliance on seasonal staff, which tends to be transient and temporary and provide full-time coverage by full- or part-time City employees. The addition of this part-time position will enable the Department to reduce seasonal staff funding by \$3,519, which is reflected as an efficiency reduction.

- Conversion of a part-time administrative position in the Recreation Services Division to full-time (\$11,893)

A long-term part-time vacant position at Chinguapin Recreation Center was eliminated and a part-time administrative position was expanded to full-time to provide better office coverage. The conversion resulted in a net reduction of .50 FTEs and a savings of \$11,893, which is reflected below as an efficiency reduction.

- Conversion of a full-time Equipment Operator position to a part-time Equipment Maintenance Specialist position (\$11,356)

A long-term vacant full-time operator position in the Parks Division was converted to a higher level part-time specialist position within the same section of the Parks Division. The conversion resulted in a net reduction in FTEs of 0.20 and a savings of \$11,356, which is reflected below as an efficiency reduction.

Not Approved

- \$56,368 for a part-time Event Administrator and a part-time Volunteer/Outreach Coordinator.
- \$39,020 to upgrade the hardware and software in computer labs at Recreation Centers throughout the City.
- \$47,850 for additional staff and supplies at the renovated and enhanced Buddie Ford Nature Center.

RECREATION, PARKS AND CULTURAL ACTIVITIES

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$452,993 described above, the budget was reduced by \$26,768 as a result of staffing changes described above; \$23,515 resulting from the merging of several summer playground programs; and \$9,315 in reduced maintenance and water usage expenditures, as efficiency reductions.
 - Marginal Service Reductions - in addition to the efficiency reductions mentioned above, a reduction of \$4,328 in seasonal staff supporting Special Events is approved as a marginal service reduction.
-

DEPARTMENT DETAIL

The Department of Recreation, Parks and Cultural Activities provides a diverse selection of programs and services through the use of City staff, volunteers and private contractors. The scope of the department's programs and services addresses the needs of a broad range of residents, from infants to senior citizens and persons with special needs, and offers activities such as performing arts, adult and youth sports, licensed day care programs, special and cultural events, and a variety of leisure classes. In addition, the department manages 10 recreation centers, including Chinquapin Center, which features an indoor, 25-meter swimming pool. The department also performs tree and rights-of-way maintenance; maintains all ballfields, parks and flower beds in the City; and conducts park planning and design.

Approximately 4,400 volunteer positions in various recreation programs are an integral part of the department. These volunteers provide services at a projected cost savings of approximately \$1.5 million in FY 2005. In addition, the department benefits from the expertise of the private sector by contracting for a wide variety of services, including class instruction, grounds maintenance and sports officiating.

The Department of Recreation, Parks and Cultural Activities contains four functional groups that represent its major program areas. They are Administration; Arts, Marketing and Special Services; Recreation Services; and Park Operations and Capital Projects.

The Administration division provides long term planning and manages all departmental finance, budgetary, personnel, and information technology operations. The group's activities include strategic planning, development and execution of the department's budget; financial management of the department's revenue and over 1,000 vendor and supplier accounts; general contract oversight and cooperation with the department's outside contractors; coordination of personnel actions including hiring, recruitment, and payroll processing for approximately 500 full-time, part-time, and seasonal positions; and information technology planning and system maintenance. In addition, the division provides general administrative support to the department's operational units and completes a variety of special projects assigned by the Department Director.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DEPARTMENT DETAIL

In FY 2005, the Administration Division embarked on the creation of an Employee Development Program. The intent of the program is to work with department staff members to discuss career advancement interests and desires, and to develop an individual career development plan. The plan will set forth short-, mid- and long-term career goals for the employee and then define the educational, training and other activities that will best assist the employee in reaching his/her goals. The program will employ a phased-in approach for implementation. Over time, the Employee Development Program will be regularly evaluated to ensure it is effective, achieves its goals and meets the needs of staff.

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>DIVISION:</u> Administration				
General Fund Expenditures	1,543,085	1,993,027	2,244,549	2,292,785
<u>FULL-TIME STAFFING</u>	15	16	16	16

The Division of the Arts, Marketing and Special Services is responsible for the operation of the Lee and Durant Centers, special events and cultural activities, arts and the Arts Commission, park and facility rentals, sponsorships, marketing, the coordination of public information, senior programs, adult sports programs and therapeutic recreation programs.

The Senior Programs staff coordinate a variety of City-wide social programs, classes and special events for residents aged 55 and older. Staff serve as liaison to the Commission on Aging, the Senior Recreation Advisory Group, the Northern Virginia Senior Olympic Committee, and other groups representing seniors. Programs available for seniors include bicycling, golf, dance, book clubs, films, and other specialty programs. Senior programming is featured at the Charles Houston, Mount Vernon, Cora Kelly, William Ramsay, and Nannie J. Lee Memorial Recreation Centers.

The Therapeutic Recreation staff coordinate a wide variety of therapeutic recreation programs and activities for individuals with mental, physical, and/or emotional disabilities who are not directly served by the department's general recreation programs. Therapeutic Recreation staff also provide information and referral assistance to individuals with special needs that want to be included in general recreation programs.

The Special Events staff coordinate activities and events, including ethnic festivals, the USA/Alexandria Birthday Celebration, concerts, trips, and holiday activities. These activities are conducted on a City-wide basis and are designed for families, youth, and adults. In addition, staff coordinates logistical support for community activities, including picnic reservations. The Alexandria Commission for the Arts staff serves as the liaison for the City to the Commission, whose mission is to support and stimulate the arts in the City and to make the arts available to all residents. The Commission carries out this mission, in part, through its annual grant program, which awards City and State funds to arts organizations and individual artists.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DEPARTMENT DETAIL

The Adult Sports staff coordinate a variety of women's, men's, and coed sport leagues and speciality tournaments. Sport leagues include soccer, softball, volleyball, and basketball.

<u>DIVISION: Arts, Marketing and Special Services*</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	2,037,681	2,309,663	2,591,745	2,583,397
FULL-TIME STAFFING**	13	15	16	16
<p>* Beginning with the FY 2006 Proposed document, Program Operations have been divided into two divisions: Arts, Marketing and Special Services; and Recreation Services.</p> <p>** FY 2006 includes approved supplemental funding for a full-time Event Manager.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Special Events] To sponsor and hold special and cultural events that include holiday themes, ethnic festivals, concerts and the City's and Nation's Birthday Celebration.

	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Actual FY 2004</u>	<u>Estimated FY 2005</u>	<u>Projected FY 2006</u>
Number of special events held	106	108	205	220	230
Average attendance per event	650	900	500	700	800
Total revenue generated from all special events	\$10,300	\$40,348	\$61,825	\$62,000	\$62,000

OBJECTIVE: [Adult Sports] To provide competition, sports and fitness programs (including volleyball, softball, basketball and soccer) for adult residents of Alexandria.

	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Actual FY 2004</u>	<u>Estimated FY 2005</u>	<u>Projected FY 2006</u>
Number of games for men	813	619 *	749	600 **	600 **
Number of games for women	99	65 *	108	100	84
Number of coed games	1,181	936 *	1,146	1,200	1,100
Registration - men	1,508	1,651	1,230	1,750	1,250
Registration - women	80	250	225	200	200
Registration - coed	4,755	4,531	4,294	5,000	5,000

* Reduction in the number of games played are a result of game cancellations due to extreme weather conditions.

** Reductions in the number of games in FY05 and FY 06 are expected due to loss of available fields for Recreation programs during the construction of the new T.C. Williams High School

OBJECTIVE: [Therapeutic Activities] To provide 23 recreation programs for citizens with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities.

	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Actual FY 2004</u>	<u>Estimated FY 2005</u>	<u>Projected FY 2006</u>
Total number of registrations for all programs	326	365	350	365	365
Percent of registration goal met	100 %	100 %	100 %	100 %	100 %

RECREATION, PARKS AND CULTURAL ACTIVITIES

DEPARTMENT DETAIL

The Recreation Services Division provides quality programs for residents of all ages, skill levels, special interests, and economic backgrounds. Recreation Services staff are responsible for the operation of recreation centers, playgrounds, camps, athletic programs, senior programs, special events, outdoor pools, and the Alexandria Cooperative Extension program.

The Centers and Playgrounds staff operate eight full-time recreation centers, five after-school centers, summer playgrounds and organizes leagues and other sports activities for young people throughout the City. Most activities are free and include trips, dances, special interest programs, sports, crafts, ping pong, air hockey, billiards and table games. The summer playground program operates at various locations throughout the City, during which time the federally funded summer lunch program is administered at eligible recreation centers, summer playgrounds and other non-profit youth serving programs. Division staff continue to survey the interest of participants at all recreation centers in order to provide for the recreational needs of residents who are 55 years of age or older and for teens grades 6 through 12. Staff also coordinates several City-wide programs each year, such as the Cheerleading Exhibition and Competition and a track meet.

Staff also coordinate the programs and services provided by the Virginia Cooperative Extension program, a program operated under a State and local cooperative agreement. The program provides after school community clubs, such as 4-H, the Master Gardener horticulture program for adults, summer camp opportunities, family and consumer programs and youth and adult nutrition programs.

DETAIL BY DIVISION

Youth Sports staff organize leagues and other sports activities. Youth activities include football, basketball, baseball (including T-ball and coach pitch), volleyball, swim team, cheerleading, softball and tennis. To enhance program offerings, staff recruit, select, and train volunteer coaches for all Youth Sports programs. The training and certification program that is administered to all volunteer coaches is a nationally accredited program designed to improve the volunteers' ability to instruct youth team members. The Youth Sports section works through the National Junior Tennis League (NJTL), Alexandria Little League (ALL), and Alexandria Soccer Association (ASA) to provide youth, ages eight to 18, with an opportunity to participate in organized tennis, soccer and baseball. In addition, a youth sports advisory board has been formed to advise staff on issues pertaining to youth sports.

Chinquapin Park Recreation Center houses Alexandria's only indoor pool as well as racquetball courts, a fitness room, and meeting rooms. Revenue producing programs include a variety of classes for all ages, such as exercise, dance, sports, swim teams and diving clubs, sports and health clinics, and various special events, including the annual All Night High School Graduation Party. City-wide summer camps are also offered through Chinquapin. The center is open seven days a week, and is available to residents for after hours rentals. Chinquapin staff also oversee the two large outdoor pools in the City and the four smaller outdoor neighborhood pools.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Recreation Services*				
General Fund Expenditures	6,376,198	6,439,910	6,357,111	6,556,215
FULL-TIME STAFFING**	41	41	42	42
* Beginning with the FY 2006 Proposed document, Program Operations have been divided into two divisions: Arts, Marketing and Special Services; and Recreation Services.				
** FY 2006 includes Approved supplemental funding for an additional full-time administrative position created from the combination of two part-time positions.				

INDICATORS AND MEASURES

OBJECTIVE: [Youth Sports] To provide sports programs (football, basketball, baseball, softball and tennis) for the City's youth through individual and team competition in regular and instructional leagues.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of games	1,310	1,420	1,450	1,450	1,450
Registration	3,658	4,307	3,800	3,800	3,800

OBJECTIVE: [Centers and Playgrounds] To operate recreation centers and playgrounds for 20 City neighborhoods.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total attendance at all centers and playgrounds	618,464	578,184	583,162	603,000	603,000
Program registrations, all locations	13,507	13,802	13,915	13,800	13,800
Number of structured programs offered	17,365	20,437	19,128	20,500	20,500
Revenues - Centers (vending, fees, donations)	\$29,272	\$34,680	\$39,880	\$38,000	\$38,500
Revenues - Youth Sports	\$33,581	\$46,050	\$36,831	\$40,500	\$43,500

OBJECTIVE: [Chinquapin Recreation Center] To operate programs and activities at the Chinquapin Recreation Center, including classes, swimming, racquetball and other facilities.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Total operating costs of center	\$1,670,851	\$1,443,219	\$1,513,037	\$1,575,000	\$1,592,000
Revenues from user charges	\$1,206,915	\$1,039,220	\$977,122	\$1,000,000	\$1,000,000
Revenue/operating costs ratio	72 %	72 %	65 %	64 %	63 %

The Park Operations and Capital Projects Division is responsible for providing safe, well-maintained parks, outdoor recreation facilities and open space, and is responsible for the repairing and maintaining park areas, equipment and facilities; implementing the department's occupational safety and risk management program; making capital improvements; planning and designing parks; plus conducting horticulturalist, arborist, and naturalist activities.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

Park Ground Maintenance staff provide the backbone for logistical and setup support for 90 Department/City sponsored special events and festivals as well as 450 park/pavilion rentals yearly. The maintenance section also provides the logistical support for events and programs conducted by the Department at 10 recreation centers, twelve summer playgrounds and five after school sites provided by the Department. Within this section lies the responsibility for maintenance, care and daily preparation duties of 50 athletic fields used by the City's youth, high school, and adult sports leagues, throughout 10 months of the year. In addition to events, programs and athletic fields, this section is charged with the care and maintenance of 127 parks, 17 dog parks, 45 playgrounds, 29 basketball courts, 39 tennis courts, 14 picnic shelters, 20 miles of multi-use trails, the City skate park and limited maintenance and care duties of the 16 gymnasiums used by the Department. In conjunction with the Alexandria Sheriff's Office, maintenance staff supervise inmate work crews and individuals sentenced to community service on weekends as a cost effective approach to maintaining City parks.

Park Facilities Maintenance staff are responsible for maintaining field and park irrigation systems and approximately 400 trail lights, 23 athletic field lighting systems, including 13 ballfields and 10 tennis/basketball court lighting systems. This section is responsible for all park entrance signage and coordination of repairs to park restrooms and water fountains.

Park Administration staff are responsible for managing the functions, budget and coordination of daily operations for all sections of the Department's Park Operations and Capital Projects Division, including supervision of 115 full-time, part-time and seasonal staff and ensuring compliance with FLSA, OSHA, and the department's occupational safety and risk management program. Staff also work with civic groups and community organizations through the Adopt-a-Park, Adopt-a-Garden and Litter Grant Programs. Park Administration staff work jointly with the Department's Administration Division to prepare and submit all Capital-related budgets, including the departmental Capital Improvement Program submission. Included in Park Administration are the staff responsible for vehicle and equipment maintenance for the department. The Equipment and Maintenance Section is charged with ensuring that all preventative maintenance to equipment or repair work is performed in a timely manner. This section coordinates preventative maintenance and repairs for 49 Department vehicles and 142 pieces of maintenance equipment. The City's Marina operates year round, offering 40 slips for yearly leasing and 23 slips for short term use. Staff are also responsible for maintenance and trash removal along the City's waterfront.

The Department's Naturalist oversees the operation of the Jerome "Buddie" Ford Nature Center and the adjacent 50 acre Dora Kelley Nature Park. The Center provides educational, nature-based programs for youth, teens and adults as well as a popular summer camp for kids. The nature park contains a variety of natural habitats, including a marsh, an oak and hickory forest, a wildflower area and a stream.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

Park Planning and Horticulture staff are responsible for designing, developing and maintaining our City parks and open space. Horticulture staff care for and maintain approximately 187 horticulture sites. These sites include City Hall, waterfront parks, recreation centers, City facilities and all medians and portals throughout the City. Also, within the park planning section, tree operations staff facilitate the care and maintenance of 17,000 trees across the City. This section provides for the annual tree planting and care program including pruning of trees within the right of way, in City parks and in open spaces.

	ACTUAL <u>FY 2004</u>	APPROVED <u>FY 2005</u>	PROPOSED <u>FY 2006</u>	APPROVED <u>FY 2006</u>
<u>DIVISION:</u> Park Operations				
General Fund Expenditures	5,625,858	6,099,150	6,434,639	6,560,620
<u>FULL-TIME STAFFING*</u>	59	61	62	62
* FY 2006 includes approved supplemental funding to convert two previously unfunded overhire positions to permanent full-time City positions and the reduction of one full-time position to fund a part-time position at a higher grade.				

INDICATORS AND MEASURES

OBJECTIVE: [Park Operations] To inspect and maintain City-owned parkland, athletic fields and nature trails*

	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of acres maintained	809	815	820

* There are 964 acres of parkland and open space in the City, and the City is making a concerted effort to acquire additional parcels of open space, such as Seminary Forest on the West End. Maintenance includes mowing and trimming of parkland, clearing and cleaning of nature trails and inspection and cleaning of natural habitats and wooded areas.

RECREATION, PARKS AND CULTURAL ACTIVITIES

Addendum Table 1

Alexandria Commission for the Arts City General Fund Contribution

The table below shows the City's General Fund contributions to the Arts Commission. The City provides support for the Commission through in-kind staff support, funding for supplies and other operating expenditures, and a contribution for the Arts Program.

	FY 2004 Actual	FY 2005 Approved	FY 2006 Approved
Personnel	\$89,347	\$75,923	\$82,007
Non-Personnel	\$10,220	\$35,847	\$35,847
Arts Grants	<u>\$209,362</u>	<u>\$209,937</u>	<u>\$209,937</u>
Total	\$308,929	\$321,707	\$327,791

RECREATION, PARKS AND CULTURAL ACTIVITIES

Addendum Table 2
Alexandria Commission for the Arts
FY 2005 Grant Awards to date

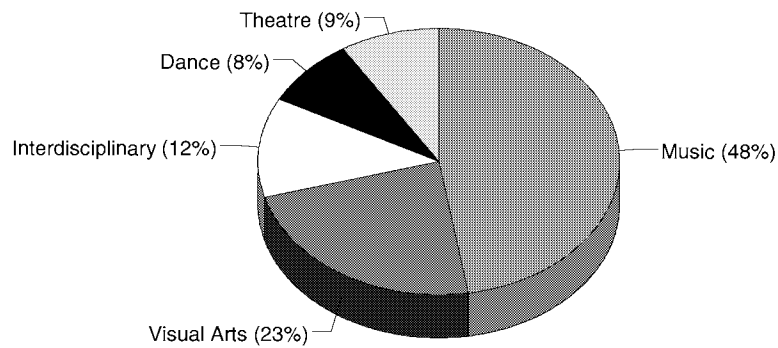
Alexandria Choral Society	\$13,750
Alexandria Harmonizers	\$13,750
Alexandria Performing Arts Association	\$4,500
Alexandria Singers	\$13,750
Alexandria Symphony Orchestra	\$13,000
Choreographers Collaboration Project	\$2,665
Del Ray Artisans	\$7,700
Eclipse Chamber Orchestra	\$9,536
Eco Voce	\$2,000
Fairfax Choral Society	\$3,536
First Night Alexandria	\$13,000
Friends of the Torpedo Factory Art Center	\$12,000
Jane Franklin Dance Company	\$3,000
Kathy Harty Gray Dance Theatre	\$8,750
MetroStage	\$12,000
Mount Vernon Chamber Orchestra	\$13,000
National Rehabilitation and Rediscovery Foundation	\$3,500
Northern Virginia Fine Arts Association	\$13,000
Northern Virginia Youth Symphony	\$4,000
Port City Playhouse	\$3,650
Retired Seniors Volunteer Program	\$600
Springwater Fiber Workshop	\$13,000
Tapestry Theatre Company	\$3,500
The Art League	\$13,750
Tenants' and Workers' Support Committee	\$3,000
Virginia Grand Military Band	\$1,000
Virginia Opera	\$10,000
 Total FY 2005 Grants*	 \$214,937

* Includes \$5,000 in local government challenge grant funds and \$209,937 in City General Fund monies

Source: Recreation Department Commission for the Arts staff

RECREATION, PARKS AND CULTURAL ACTIVITIES

Commission for the Arts FY 2005 Distribution by Discipline

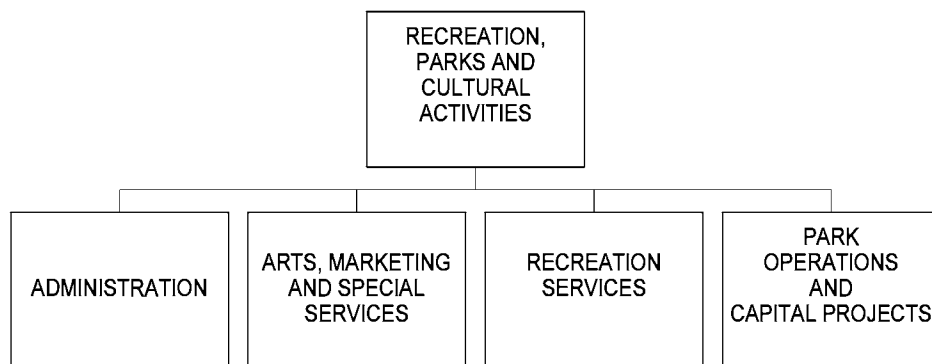


Addendum Table 3 Public Recreation Statistics

Acreage	964
Facilities:	
Playground	45
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	39
Playing Fields	56

Source: Department of Recreation, Parks and Cultural Activities, October 2004

RECREATION, PARKS AND CULTURAL ACTIVITIES



TRANSIT SUBSIDIES

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Richard Baier, Director, T&ES • rich.baier@alexandriava.gov

301 King Street, Room 3630 • Alexandria, VA 22314 • 703.838.4780
Bruce Johnson, Director, OMB • bruce.johnson@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>9,120,922</u>	<u>10,408,321</u>	<u>14,487,697</u>	<u>12,487,697</u>
TOTAL EXPENDITURES	<u>9,120,922</u>	<u>10,408,321</u>	<u>14,487,697</u>	<u>12,487,697</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>9,120,922</u>	<u>10,408,321</u>	<u>14,487,697</u>	<u>12,487,697</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 20.0%

City Manager Proposed

Overview

- Non-Personnel - FY 2006 increase in non-personnel is \$4,079,376, or 39.2 percent. For details on this increase please see the adjustments to maintain current services and policies and the supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- WMATA operating subsidy increase - \$1,653,209
- Reduction in estimated State revenue available to offset the WMATA subsidy - \$1,800,000
- DASH operating subsidy increase for current service (\$1,001,280), to include:
 - 2 percent COLA - \$114,000
 - Merit increases and increased benefits costs - \$410,000
 - Fuel increase from \$1.25 to \$1.65 per gallon - \$187,000
 - Annualization of PTO/Carlyle service - \$260,000 (100% revenue supported)
 - Other non-personnel increases - \$30,280
- Increase in DASH revenues resulting from monthly pass, rail-to-bus transfer and charter fare rate increases and other sources - (\$130,000 in fares and \$310,000 in charter revenue)
- DASH PTO/King Street lunch time shuttle continuation into FY 2006 - \$46,000
- VRE operating subsidy increase - \$4,887

TRANSIT SUBSIDIES

City Council Approved

- The Approved FY 2006 General Fund budget for Transit Subsidies changes as a result of City Manager recommended and City Council approved changes suggested in Budget Memo #50. These changes for Transit Subsidies are a \$0.5 million decrease in the City's share of the Washington Metropolitan Area Transit Authority (WMATA) jurisdictional subsidy and a \$1.5 million increase in estimated State aid revenue available at the Northern Virginia Transportation Commission (NVTC) to fund the City's share of the WMATA subsidy.

Supplemental Budget Requests

Approved

- DASH 401(k) Employee Benefit \$90,000

DASH currently offers an employee 401(k) program in which employees may voluntarily contribute up to 15 percent of their salary, with DASH providing a 100 percent match on the first 4 percent and a 25 percent match on the next 1 percent. Approximately 68 percent of DASH employees currently participate. This supplemental will provide for an automatic DASH contribution of 2 percent for all employees, regardless of their participation.

- DASH Cleaner Fuel \$44,000

This supplemental will provide funding for DASH to convert the entire bus fleet from low sulfur diesel to cleaner ultra low sulfur diesel. With the delivery of 14 new buses ordered in FY 2005, the oldest DASH buses can be retired and the entire DASH fleet can be converted to ultra low sulfur diesel.

Not Approved

- DASH Youth Fare Discount - \$151,753
- DASH Warwick Village Service Expansion - \$75,000
- Fuel Cost Increases - \$115,000

This additional fuel cost increase request is not approved as part of DASH's operating budget. This request assumes an increase in fuel costs to \$2.00 per gallon. \$1.65 is budgeted. If fuel costs should exceed the budgeted estimate, it is recommended that any such costs be paid for from DASH's retained earnings.

Expenditure Reductions

- Efficiencies - the DOT paratransit program was reduced by \$20,000 as a result of implementation of a paratransit management database system in the Transportation and Environmental Services (T&ES) Office of Transit Services and Programs (OTSP).

TRANSIT SUBSIDIES

Expenditure Reductions

- Marginal Service Reductions - in addition to the efficiency reductions mentioned above, \$100,000 is approved as a marginal service reduction in DASH, with the source of the savings to be determined by DASH.

Revenue Issues

- Proposed DASH revenues include fare rate increases in the monthly pass (from \$25 to \$30), the rail-to-bus transfer (from \$0.25 to \$0.35) and charter services; and elimination of the \$0.25 surcharge on Pentagon trips. The base DASH bus fare of \$1.00 is not assumed to increase. (DASH fares were last increased in 1999.) DASH revenues also include reimbursement of \$280,000 for service to Carlyle and PTO.

General Fund Operating and Capital Subsidy Revenues and Expenditures

TRANSIT OPERATING SUBSIDIES

	<u>Subtotals</u>	<u>Net City Funding Required</u>
<u>WMATA</u>		
City Share of WMATA Operating Expenditures (Based on WMATA Proposed FY 2006 Budget)	\$17,354,856	
Revenues to Offset City Share of Expenditures		
NVTC State aid (fuel, tire & maintenance, interest)	\$10,500,000	
Gas tax estimated revenue	\$1,924,830	
WMATA Audit Adjustment	\$0	
Subtotal, non-local revenues for WMATA operating	\$12,424,830	
Local WMATA operating subsidy		\$4,930,026
<u>DASH Operating</u>		
Local DASH operating subsidy		\$6,342,000
<u>VRE Contribution</u>		
Local VRE operating subsidy		\$102,619
<u>DOT Paratransit Program</u>		
Local DOT operating subsidy		\$1,113,052
TOTAL, LOCAL TRANSIT OPERATING SUBSIDY (General Fund monies in the City's operating budget)		<u>\$12,487,697</u>

TRANSIT SUBSIDIES

DEPARTMENT DETAIL

Alexandria's public transportation is provided through a combination of Metrobus and Metrorail systems, which are operated by the Washington Metropolitan Area Transit Authority (WMATA, also referred to as Metro); DASH, the Alexandria local bus system, which is operated by the Alexandria Transit Company; DOT Paratransit service, which is provided by private companies under contract with the City; and the VRE commuter rail system overseen by the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC).

Alexandria's share of the operating costs for Metrobus and Metrorail service and the local subsidy for the WMATA Capital Improvement Program are paid through a combination of federal, State and local funding sources. The direct cost to the City is affected by the level of federal and State aid that is anticipated to be received for the year. State and federal aid for transit services is allocated through the NVTC based on a formula basis that takes into account the operating and capital budget requests for all transit requirements (Metro and local transit systems) for each of the Northern Virginia localities. Once each local government's proportional share of aid is determined, the combined federal and State aid available is distributed among the jurisdictions on the basis of these proportional shares.

DASH operating costs are funded by operating revenues from fares and other sources and the General Fund subsidy, the amount of which is determined by the shortfall between operating revenues and expenses.

DOT Paratransit passengers pay a fare of \$2.00 per trip for service within the City, which is twice the local bus fare and the maximum that can be charged according to the ADA. DOT Paratransit service passengers who travel outside of the City pay the same amount as MetroAccess, currently twice the base bus fare of \$2.40. The taxi service provider bills the City for the meter cost of the trip less the passenger fare. The City pays a flat per-trip rate for DOT Paratransit van service within the City. For van trips beyond the City limits, the City pays a base per-trip rate plus an incremental cost per mile.

The City's VRE subsidy is set by the VRE Master Agreement between the participating jurisdictions and the VRE.

Addendum Table 1 provides detail on transit capital requirements. Addendum Table 2 focuses on the operating revenues and expenditures of DASH.

TRANSIT SUBSIDIES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: (DASH) To provide cost-effective local bus service.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Miles of regular service	1,215,746	1,293,518	1,355,343	1,336,000	1,411,000
DASH annual ridership	2,739,719	2,986,631	3,131,284	3,180,000	3,275,000
Ridership annual increase/(decrease)	99,299	246,912	144,653	48,716	95,000
Ridership annual percent increase/(decrease)	3.8 %	9.0 %	4.8 %	1.6 %	3.0 %
Operating cost per mile	\$4.51	\$4.80	\$5.13	\$5.72	\$6.16
DASH bus revenue/operating cost ratio	30 %	28 %	30 %	25 %	28 %
Base fare	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00

OBJECTIVE: To monitor ridership and subsidies provided by the City for WMATA rail and bus service.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Metrobus cost per mile of operation*	\$6.29	\$6.67	\$7.09	\$7.36	\$7.92
WMATA bus and rail revenue/operating cost ratio**	55 %	54 %	56 %	57 %	56 %

* This measure reflects the mileage related costs (fuel, maintenance, general insurance premiums and personnel costs, etc.) for Metrobus service in Alexandria, divided by the number of Metrobus route miles driven in Alexandria.

** Excludes capital costs.

TRANSIT SUBSIDIES

ADDENDUM TABLE 1

	<u>Subtotals</u>	<u>Net City Share</u>
<u>TRANSIT CAPITAL REQUIREMENTS</u>		
(For additional detail, please refer to the Capital Improvements Program document)		
<u>WMATA Capital Improvement Program</u>		
Expenditures		
Metro Matters	\$5,850,000	
Net City funded requirement in FY 2006 Bus/Rail capital budget		\$5,850,000
<u>DASH Capital - Buses</u>		
Bus replacement	\$1,285,000	
DASH Retained Earnings	<u>(\$1,285,000)</u>	
Net City funded requirement in FY 2006 DASH capital budget		\$0
<u>DASH Capital - Facility</u>		
Construction of New Facility	\$4,504,000	
State Reallocated Urban Funds	<u>(\$4,504,000)</u>	
Net City funded requirement in FY 2006 DASH capital budget		\$0
TOTAL, LOCAL CAPITAL REQUIREMENTS		<u>\$5,850,000</u>
GRAND TOTAL, LOCALLY FUNDED OPERATING AND CAPITAL TRANSIT REQUIREMENTS		<u>\$18,337,697</u>

TRANSIT SUBSIDIES

Addendum Table 2
DASH Revenues and Expenditures

	FY 2004 Actual	FY 2005 Approved	FY 2006 Approved
<u>Revenues and Other Sources</u>			
Operating Income	\$2,186,382	\$1,850,000	\$2,426,000
CIP Funding	2,041,680	5,649,000	\$5,789,000
Use of Retained Earnings	0	0	0
Total City Contribution*	<u>5,140,698</u>	<u>5,700,720</u>	<u>6,342,000</u>
TOTAL REVENUES AND OTHER SOURCES	<u>\$9,368,760</u>	<u>\$13,199,720</u>	<u>\$14,557,000</u>
<u>Expenses and Other Uses</u>			
Operating Expenses	\$7,084,696	\$7,515,720	\$8,718,000
Capital Outlays	<u>242,384</u>	<u>35,000</u>	<u>50,000</u>
Total Operating Expenses	\$7,327,080	\$7,550,720	\$8,768,000
<u>Capital Improvement Program</u>			
Replacement Buses	\$2,041,680	\$1,244,000	\$1,285,000
Non-revenue Vehicles	0	0	0
Capital Equipment	0	0	0
New Facility Site Purchase	0	0	0
New Facility Design and Construction	<u>0</u>	<u>4,405,000</u>	<u>4,504,000</u>
Total Capital Improvement Program	\$2,041,680	\$5,649,000	\$5,789,000
TOTAL EXPENSES	<u>\$9,368,760</u>	<u>\$13,199,720</u>	<u>\$14,557,000</u>

* The Total City Contribution for FY 2004 reflects the amount required to fund actual operating expenses in excess of income. The amount transferred from the General Fund to DASH at the beginning of FY 2004 was \$5,170,000. The remaining \$29,302 was retained in the DASH account for future use.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

301 King Street, Room 4100 • Alexandria, VA 22314 • 703.838.4966
Richard Baier, Director • rich.baier@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To efficiently and effectively perform the daily tasks associated with providing transportation, transit, public works operations, and environmental services that directly impact the quality of life of Alexandria's residents.

OBJECTIVES:

- To maintain the riding surface of streets, to maintain alleys in a safe condition by resurfacing them on an as-needed basis, and to maintain and reconstruct right-of-ways on an as-needed basis; to maintain good drainage of streets through the continued maintenance and repair of curbs, gutters and other drainage facilities; and to maintain sidewalks and provide pedestrian safety.
- To identify, report, and follow-up on King Street corridor maintenance issues such as loose or missing bricks, overflowing trash cans, broken parking meters, and non-functioning traffic signals.
- To restore to City standards all areas within the right-of-way disturbed by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.
- To maintain the City's sanitary and storm sewer systems to a high degree of serviceability and reduce the possibility of property damage, health hazards, and the pollution of surrounding water areas; and to prolong the life of the City's streets and to prevent environmental pollution by maintaining storm inlets and catch basins.
- To review site and plot plans for compliance with existing City codes and standards.
- To inspect site developments to ensure compliance with approved site plans.
- To provide weekly refuse collection for residences, businesses, churches and schools.
- To provide curbside collection of recyclable materials, leaves, white goods and newspapers, and to service the City's recycling drop-off centers.
- To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City, and arterials and other streets; and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.
- To conduct traffic surveys to determine the need for signs, signals and markings to promote an efficient flow of traffic and ensure pedestrian safety; and to impound vehicles as necessary from public rights-of-way and from private property.
- To administer and coordinate public transportation services for the mobility impaired.
- To provide an alternative transportation program to reduce the number of single occupant vehicle trips to and from work by increasing the number of employers providing transit benefits to their employees.
- To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating complaints concerning loudspeakers, air conditioners and engine noises.
- To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating complaints and inspecting regulated facilities.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

TOTAL FINANCIAL RESOURCES

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 PROPOSED	FY 2006 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	12,257,850	12,255,006	12,883,533	13,248,180
NON-PERSONNEL	11,362,404	11,093,224	12,900,476	12,901,476
CAPITAL GOODS OUTLAY	<u>24,724</u>	<u>979,000</u>	<u>761,000</u>	<u>761,000</u>
TOTAL EXPENDITURES	<u>23,644,978</u>	<u>24,327,230</u>	<u>26,545,009</u>	<u>26,910,656</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	930,737	374,763	1,150,148	1,150,148
INTERNAL SERVICES FUND	<u>0</u>	<u>934,000</u>	<u>730,000</u>	<u>730,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>930,737</u>	<u>1,308,763</u>	<u>1,880,148</u>	<u>1,880,148</u>
GENERAL FUND	<u>22,714,241</u>	<u>23,018,467</u>	<u>24,664,861</u>	<u>25,030,508</u>

PERCENT CHANGE GENERAL FUND - FY 2005 TO FY 2006 APPROVED 8.7%

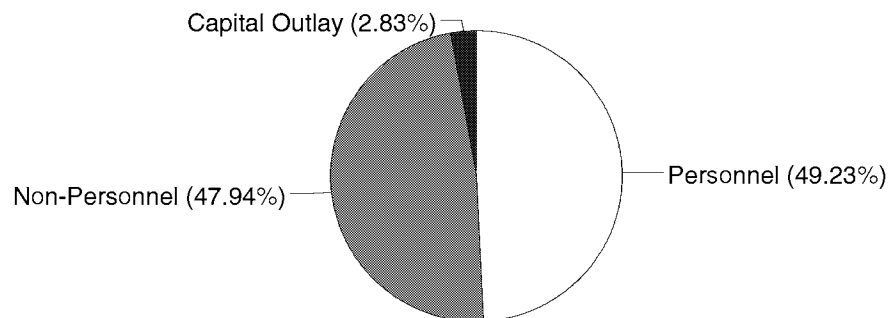
FULL-TIME POSITIONS	199	189 *	191 **	191 **
AUTHORIZED OVERHIRES (FULL-TIME)	5	5	8 ***	8 ***
TOTAL AUTHORIZED POSITIONS	204	194	199	199

* Reflects the elimination of 12 positions (7 Equipment Operators and 5 Refuse Collectors) in the Recycling program, the addition of a new Solid Waste Planner position, and the addition of a new Pedestrian and Bicycling Alternative Transportation Coordinator.

** Reflects the addition of one Air Pollution Control Specialist position and one Safety Officer position to be shared by T&ES and General Services.

*** Reflects the addition of two temporary Engineer overhires and one temporary Inspector overhire. The Engineer overhires were added in FY05 to assist with development site plan review during this current period of high activity in development and construction and are proposed for continuation in FY06. The Inspector overhire was added in FY05 for Alexandria City Public Schools (ACPS) and public infrastructure construction projects and is proposed for continuation in FY06 with funding from development fee revenues.

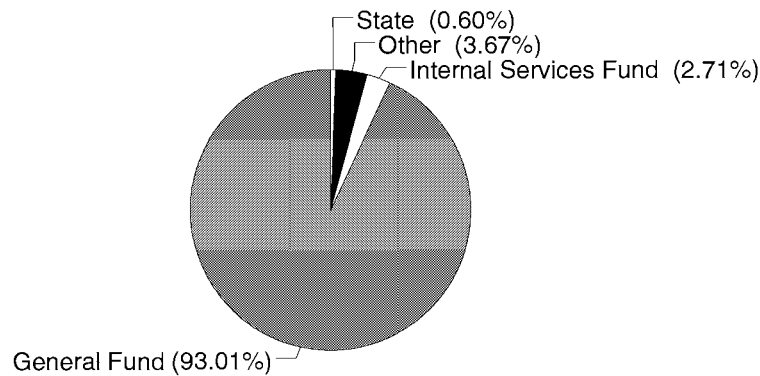
FY 2006 Approved Expenditures by Type



TRANSPORTATION AND ENVIRONMENTAL SERVICES

City Manager Proposed

FY 2006 Approved Expenditures by Fund



Overview

- Personnel - FY 2006 Proposed Personnel increased by \$628,527, or 5.1 percent. This increase is attributable to the cost of employee merit adjustments, other adjustments to maintain current services and policies, and other supplemental budget requests described below. A vacancy factor of 5.5 percent, or \$704,601, has been applied.
- Non-Personnel - FY 2006 increase in non-personnel is \$1,807,252, or 16.3 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Street resurfacing and sidewalk, curb and gutter repair - \$454,345
- Refuse disposal costs due to increased volume of collections (offset by increased fee revenues) - \$234,009
- Snow removal contract services inflationary increases - \$178,000
- City employee transit benefit - cost of maintaining current benefit - \$11,680

City Council Approved

- The Approved FY 2006 General Fund budget for Transportation and Environmental Services reflects all City-wide compensation adjustments for cost of living, health insurance, and City Supplemental Retirement Plan employer share cost increases. The FY 2006 Approved budget also includes a new "P" step on the City's salary scale and monies for implementing the results of the City Council approved pay benchmark study. These monies were distributed to departments on a case-by-case basis.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

- City Council approved the addition of \$1,500 for election sign recycling via the Add/Delete process.
- The sanitary sewer line maintenance charge increased in the approved budget by an additional \$0.20 per 1,000 gallons of water consumption, from the \$0.80 in the proposed budget to \$1.00. This enabled the City to attain full cost recovery for sanitary sewer maintenance expenditures in FY 2006 instead of FY 2007 as planned in the proposed budget.

Supplemental Budget Requests

Approved

- Engineer Overhires \$210,711
Two overhire positions added in FY 2005 are continued in FY 2006 due to the current high level of development and construction activity in the City.
- Pedestrian Crosswalks \$205,000
Improve pedestrian safety and mobility through the installation of new crosswalks at key intersections (\$75,000) and increased maintenance of existing crosswalks (\$130,000).
- Air Pollution Control Specialist \$82,002
Improve air quality through the addition of one new position responsible for managing Mirant plant monitoring and compliance, investigating air pollution complaints, performing air quality monitoring, and inspecting air pollution sources.
- Safety Officer \$76,000
Improve employee safety and reduce workers' compensation claims through the addition of one new position to be shared with General Services. The position will develop and implement safety training programs, inspect work sites, investigate accidents and coordinate the City's compliance with safety regulations.
- Transit Grant Matches \$36,000
Promote increased transit usage through a transportation demand program grant to provide incentives for private employers to start up employee transit programs and an alternative transportation media grant to evaluate the effectiveness of different types of media in promoting transit. The \$36,000 provided by the City will leverage \$144,000 in federal funding for these grants.
- City Employee Transit Benefit \$33,300
Encourage increased transit usage by City employees by increasing the maximum benefit for employees from \$50 in FY 2005 to \$75 in FY 2006.
- Paratransit Management System No net cost
Improve DOT paratransit program efficiency through the implementation of a new management database. The increased cost to T&ES is offset by a \$20,000 decrease in the Transit Subsidies section of the budget and a \$5,000 State grant.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Supplemental Budget Requests, continued

- Potomac Watershed Roundtable \$1,000
Contribute to the continuation of the regional Potomac Watershed Roundtable, of which the City is a participant.

Not Approved

- Street cleaning position - \$53,264
- Safety training from contractual sources - \$35,000
- Inspector vehicle - \$20,000
- Additional paving - \$15,572

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$704,601 described above, department overtime expenditures were reduced by \$50,818 as efficiency reductions.
- Marginal Service Reductions - in addition to the efficiency reductions mentioned above, the mulch program has been reduced by \$3,500 to be achieved through an increase in fee revenue.

Revenue Issues

- Special Revenue Fund revenues increase by \$775,385, from \$374,763 in FY 2005 to \$1,150,148 in FY 2006 due to the addition of \$300,000 in development fee revenue to fund Potomac Yard development review; \$72,074 in development fee revenue to fund Alexandria City Public Schools (ACPS) construction inspections; \$41,458 in development fee revenue to fund development review and construction inspections in Eisenhower East; \$167,800 in grant revenue to fund the operation of the Old Town Transit Store; \$200,000 in grant revenue to fund Community Wide Transit Analysis, Potomac Yard Transit Analysis, and Eisenhower Valley Transit Analysis studies; and minor adjustments to the annual Employer Outreach and Ridesharing transit grants.

Other Issues

- The residential refuse fee has been approved to increase by \$24, or 11.7 percent, from \$205 in FY05 to \$229 in FY06 due to inflationary increases in the cost of operations and an increasing volume of refuse collected. The equivalent fee was \$240 in Fairfax County and \$246 in Arlington County in FY05.
- The sanitary sewer line maintenance charge has been approved to increase by \$0.20 to \$0.80 per 1,000 gallons of water consumption as part of the Council approved multi-year phased rate increase intended to attain full cost recovery of all sanitary sewer maintenance and construction expenditures. The rate increase began in FY04 with an increase from \$0.20 per 1,000 gallons to \$0.40 per 1,000 gallons. The FY05 rate is \$0.60 per 1,000 gallons. Each \$0.20 increment of the fee equates to approximately \$14 per year for a typical household.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Other Issues, continued

- The sanitary sewer connection fee charged to developers has been approved to increase by 50 percent, from \$4,200 per single family house and \$3,360 per multifamily unit to \$6,300 per single family house and \$5,040 per multifamily unit as part of the City's effort to attain full sanitary sewer cost recovery. Comparable rates in other jurisdictions are \$10,800 per single family house and \$8,640 per multifamily unit in Prince William County; \$9,274 per single family dwelling in Fairfax County; \$5,090 per housing unit with 3 or 4 toilets at the Washington Suburban Sanitary Commission (WSSC) in Montgomery County and Prince George's County, Maryland; and an estimated \$4,620 per single family dwelling in Arlington County (based on the current rate of \$116 per drainage fixture unit).

DEPARTMENT DETAIL

The Department of Transportation and Environmental Services (T&ES) administers public works programs and environmental services for the City, including Capital Improvement Program (CIP) projects and State and federally funded grant programs. The department also receives and administers State and federal aid for operating programs. The department's staff participate in the activities of more than 40 boards, commissions, and committees in the City and in the Washington, D.C. metropolitan region, including the Metropolitan Washington Council of Governments (COG), the Washington Metropolitan Area Transit Authority (WMATA), the Northern Virginia Regional Commission (NVRC) (formerly the Northern Virginia Planning District Commission), the Northern Virginia Transportation Commission (NVTC), the Northern Virginia Transportation Authority (NVTa), and the Alexandria/Arlington Waste-to-Energy Board of Trustees. In addition, staff serve on or provide support to City boards, commissions, and ad hoc task forces, including the Traffic and Parking Board, the King Street Task Force, the Planning Commission, the Environmental Policy Commission, the Special Events Committee, and various committees associated with the Woodrow Wilson Bridge design.

DETAIL BY DIVISION

The Administration Division coordinates and supervises all activities of the department, and provides leadership, policy planning, personnel management, financial management, administrative support, and direction to other divisions to guide the department toward achieving its goals in a timely and efficient manner.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
DIVISION: Administration				
General Fund Expenditures	1,205,156	1,083,838	1,146,522	1,169,750
FULL-TIME STAFFING	10	10	10	10

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

The Maintenance Division provides maintenance and repairs of City sewers, streets, sidewalks and fire hydrants; maintains stream beds, weirs and stream banks; maintains drainage tunnels, box culverts and stormwater pollution removal facilities; maintains bridges; and conducts snow removal and flood control operations. This division coordinates with other City agencies and other divisions within T&ES to respond to weather-related emergencies, such as heavy snowfall, rain, floods, high winds and hurricanes, and assists in both emergency management and clean-up following these events. It assists in the clean-up of hazardous materials and spills in the City's sewer system and streams; and operates the T&ES Downtown Manager program to interact weekly with businesses along the King Street commercial corridor to inform them of the services and support the department can provide to them and to identify and repair public maintenance needs along King Street.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Maintenance</u>				
General Fund Expenditures	7,758,530	7,149,399	7,821,852 *	7,893,717 *
<u>FULL-TIME STAFFING</u>	42	42	43**	43**
* Reflects a \$454,345 adjustment to the base budget for street resurfacing and sidewalk, curb and gutter repair and a \$178,000 adjustment to the base budget for increases snow removal costs. ** Reflects the addition of one Safety Officer position to be shared with General Services.				

INDICATORS AND MEASURES

OBJECTIVE: [Maintenance - Street and Sidewalk Repair] To maintain the riding surface of streets, to maintain alleys in a safe condition by resurfacing them on an as-needed basis, and to maintain and reconstruct right-of-ways on an as-needed basis; to maintain good drainage of streets through the continued maintenance and repair of curbs, gutters and other drainage facilities; and to maintain sidewalks and provide pedestrian safety

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Streets resurfaced (lane miles)	35	30	29	35	35
Concrete sidewalks replaced (square yards)	7,515	10,575	7,846	7,500	7,500
Complaints received on street/sidewalk condition	251	319	270	275	200
Percentage of complaints resolved to citizen's satisfaction	97 %	98 %	98 %	98 %	98 %
Brick sidewalks replaced (square yards)	1,856	1,589	1,427	2,000	2,500
Curb and gutter repaired (linear feet)	18,020	22,985	19,176	19,000	19,000
Asphalt street potholes patched*	292	342	890	300	350
Interdepartmental tasks performed by Street Maintenance	17	11	21	12	15

* FY 2004 saw a substantial increase in potholes patched due to an unusually inclement winter.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Maintenance - Downtown Maintenance Manager] Identify, report, and follow-up on King Street corridor maintenance issues such as loose or missing bricks, overflowing trash cans, broken parking meters, and non-functioning traffic signals.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Inspection hours performed	350	105	90	150	100
Repairs identified	110	74	80	75	75
Repairs completed	99 %	99 %	99 %	99 %	99 %

OBJECTIVE: [Maintenance - Street Cut Repairs] To restore to City standards all areas within the right-of-way disturbed by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Restorations repaired	14	8	10	12	12
Percent of repairs completed within 30 days	100 %	100 %	100 %	100 %	100 %

OBJECTIVE: [Maintenance - Sewer Maintenance] To maintain the City's sanitary and storm sewer systems to a high degree of serviceability and reduce the possibility of property damage, health hazards, and the pollution of surrounding water areas; and to prolong the life of the City's streets and to prevent environmental pollution by maintaining storm inlets and catch basins.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Miles of sewer cleaned*	203	190	170	450	450
Miles of sewer inspected	54	13	21	50	50
Sanitary sewer complaints received	165	118	78	120	80
Percent of complaints resolved	98 %	98 %	98 %	100 %	100 %
Catch basins checked and cleaned**	15,296	14,470	30,693	24,500	15,000
Catch basins repaired	200	185	240	230	230
Storm sewer complaints received	184	95	89	115	90
Percent of complaints resolved	98 %	98 %	98 %	98 %	100 %
Length of sanitary sewers rehabilitated***	0	0	7,336	1,000	5,000
Length of storm sewers rehabilitated****	0	0	0	350	400
Miss Utility tickets received	8,307	5,736	7,080	9,000	7,000
Miss Utility tickets responded to*****	789	650	7,080	9,000	7,000
Miss Utility tickets marked	300	325	1,200	250	1,200
Fire hydrants checked and repaired	480	470	505	525	525
Interdepartmental tasks performed	2	3	8	7	15

* The Infiltration & Inflow (I&I) study will require significant cleaning of the sewer sections to be studied in FY 2005 and FY 2006.

** The number of catch basins checked and cleaned is dependent upon the level of rainfall in a given year. FY04 actuals reflect catch basins cleaned due to flooding, and extra funding was approved by City Council in FY04 to clean catch basins. Also, two vacuum trucks were used for cleaning catch basins, instead of just one vacuum truck.

*** No sanitary sewer rehabilitation was conducted in FY 2002 and FY 2003 due to a needs assessments study being performed. A contractor has been hired to conduct rehabilitation in FY 2004 and beyond.

**** No sanitary sewer rehabilitation was conducted in FY 2002, FY 2003 and FY 2004 due to a needs assessments study being performed.

***** Starting in FY04, Sewer Maintenance had to respond to all Miss Utility tickets through the Irthware Utility program, thus the increase in tickets responded to.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

The Engineering and Design Division designs capital improvement projects to be administered by the department and reviews State projects and privately submitted site plans to ensure that construction is in compliance with the City's engineering standards and policies. This division is also responsible for performing all City survey work, maintaining all engineering records, and administering the street lighting program. In addition, this division conducts the federally mandated bridge inspection program.

<u>DIVISION: Engineering and Design</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Funds Expenditures	3,020,821	3,107,865	3,418,663 *	3,471,601*
<u>FULL-TIME STAFFING</u>	22	22	22	22
* Reflects a \$210,711 supplemental for two Engineer overhires for development site plan review.				

INDICATORS AND MEASURES

OBJECTIVE: [Engineering & Design] To review site and plot plans for compliance with existing City codes and standards.

	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Actual FY 2004</u>	<u>Estimated FY 2005</u>	<u>Projected FY 2006</u>
Total number of plans reviewed*	900	975	950	1,000	1,000

* Includes site plans, plot plans, subdivisions, consolidations, Board of Zoning Appeals, and special use permits.

The Construction and Inspection Division manages and inspects capital improvement projects and administers contracts for curb, gutter and sidewalk repairs. This division also administers and coordinates utility work within public rights-of-way, inspects all bonded development work, and enforces the soil erosion control ordinance. The permits section issues all excavation permits, reserved parking permits, miscellaneous public works permits and reviews building permits for compliance with T&ES standards and specifications.

<u>DIVISION: Construction & Inspection</u>	<u>ACTUAL FY 2004</u>	<u>APPROVED FY 2005</u>	<u>PROPOSED FY 2006</u>	<u>APPROVED FY 2006</u>
General Fund Expenditures	1,029,455	1,107,256	1,079,179	1,116,151
<u>FULL-TIME STAFFING</u>	15	15	15	15

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Construction & Inspection] To inspect site developments to ensure compliance with approved site plans.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Site plans inspected	93	99	105	110	112
Percentage of completed developments in compliance with approved site plans	100 %	100 %	100 %	100 %	100 %

The Solid Waste Division conducts weekly collection and disposal of solid waste household refuse and household hazardous waste, and provides all services associated with maintaining the cleanliness of the City's rights-of-way by cleaning City streets through street flushing and sweeping. The Solid Waste Division provides annual spring clean-up support and seasonal leaf collection. The division operates the City's comprehensive recycling program which includes the curbside collection of recyclable goods, the collection of newspapers, and special pick-ups for white goods, including household appliances and other metal items, and the operation of the City's four recycling drop-off centers.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Solid Waste</u>				
General Fund Expenditures	6,279,582	6,870,665	7,084,456	7,181,957
<u>FULL-TIME STAFFING</u>	70	59 *	59	59
* Reflects the elimination of 12 residential recycling collection positions (7 equipment operators and 5 refuse collectors), the duties of which are contracted out to the private sector beginning in FY 2005 and the addition of one new Solid Waste Planner position created in the FY 2005 budget.				

INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Refuse Collection] To provide weekly refuse collection for residences, businesses, churches and schools.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Residential Refuse Annual Fee	\$185	\$185	\$185	\$205	\$229
Weekly refuse collections (units)*	19,155	19,155	19,155	19,155	19,155
Bulk containers collected weekly	267	267	286	286	286
Street boxes collected weekly	2,940	3,050	3,950	3,200	3,200
Tons of refuse collected**	28,241	29,834	32,376	31,000	31,000
Complaints	535	518	575	550	550
Complaints resolved within 24 hours	100 %	100 %	100 %	100 %	100 %
Spring clean up (tons collected)	677	583	625	626	626
Special Events Collections (tons collected)	88	118	97	97	97

* The City collects refuse from residential properties (including Alexandria Redevelopment and Housing Authority units), various businesses, churches and private schools. This measure has been revised from previous documents to reflect a more accurate count of properties served.

** Tons of refuse collected in FY04 was unusually high due to Hurricane Isabel. This measure has been revised from previous documents.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Community Recycling] To provide curbside collection of recyclable materials, leaves, white goods and newspapers, and to service the City's recycling drop-off centers.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Collection of leaves from mid-October through the end of December - cubic yards	26,750	26,750	21,075	28,000	28,000
Curbside collection of newspapers, cardboard and mixed paper-tons*	2,861	2,853	2,897	3,390	3,390
Drop-off collection of newspapers-tons	374	301	435	450	450
Collection of white goods - tons	325	375	493	355	355
Drop-off collection of aluminum, plastic, and glass recycling drop off centers - tons	102	112	123	160	160
Curbside collection of aluminum, plastic, and glass - tons*	1,614	1,674	1,689	1,700	1,700
Weekly household hazardous waste collection - drums	451	395	450	500	500
Electronics recycling collections - tons	14	30	10	35	50
Public presentations, outreach visits, technical support	50	50	50	50	50
Recycling complaints	80	78	75	40	40
Complaints resolved within 24 hours	100 %	100 %	100 %	100 %	100 %

* The measure has been revised in FY 2005 and the FY 2005 estimated and FY 2006 projected amounts increased to reflect the inclusion of cardboard and white paper as additional materials to be collected as a result of the new collection contract. The City has not been collecting these items in prior years through curbside collection.

OBJECTIVE: [Solid Waste - Street Cleaning] To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City, and arterials and other streets; and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Lane miles swept*	24,013	26,290	35,957	24,500	24,500
Lane miles flushed	13,783	14,388	9,418	14,000	14,000
Hand Cleaning (curb miles)	1,932	666	3,168	2,200	2,200
Streets cleaned with Elephant vacuum (curb miles)*	3,745	2,266	5,544	3,950	2,500
Cubic yards of debris swept *	7,623	8,890	10,562	8,250	8,500
Street cleaning complaints/requests	286	273	310	300	280
Percentage of Complaints/requests resolved in 24 hours	100 %	95 %	100 %	100 %	100 %

* Volume of service was significantly higher in FY 2004 than in previous years due to clean up from Hurricane Isabel.

The Transportation Division provides and maintains a comprehensive City-wide traffic signal system that includes the traffic computer system linking many of the City's signaled intersections. The Transportation Division also provides and maintains a roadway signing network and pavement marking program to guide the motoring public; maintains City parking meters and collects meter revenues; and operates the vehicle impounding facility. The division implements traffic calming and other traffic initiatives to improve pedestrian and vehicular safety in City neighborhoods.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Transportation</u>				
General Fund Expenditures	2,408,900	2,591,116	2,857,687 *	2,911,581 *
<u>FULL-TIME STAFFING</u>	28	29**	29	29
* Reflects \$205,000 in supplemental funding for pedestrian crosswalk installation and maintenance.				
** Reflects the addition of one Pedestrian and Bicycling Alternative Transportation Coordinator.				

INDICATORS AND MEASURES

OBJECTIVE: [Transportation] To conduct traffic surveys to determine the need for signs, signals and markings to promote an efficient flow of traffic and ensure pedestrian safety; and to impound vehicles as necessary from public rights-of-way and from private property.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of traffic surveys conducted*	1,397	1,295	1,345	1,400	1,400
Number of vehicles impounded	2,884	2,790	2,842	2,800	2,800
Number of vehicles sold for scrap	464	469	462	465	465
Proceeds from scrap cars	\$23,150	\$23,450	\$23,100	\$23,000	\$23,000
Proceeds from auctions	\$70,400	\$182,090	\$156,400	\$150,000	\$150,000

* Surveys include electronic traffic counts, radar speed studies, vehicle turning movement studies, pedestrian counts, and accident history collected at sites throughout the City. The data collected from the surveys are used to determine the need to install traffic control devices. The *Federal Manual on Uniform Traffic Control Devices for Streets and Highways*, which was approved by the Federal Highway Administration and approved as an American Standard by the American National Standards Institute, specifies data that must be analyzed and criteria that must be met in determining the need for stop signs, yield signs, traffic signals and other traffic control devices.

The Transit Services and Programs Division plans, implements, and evaluates public transportation services for Alexandria through the coordination of public transportation operations provided by the Alexandria Transit Company (DASH), Metrorail, Metrobus, and the Virginia Railway Express (VRE). It administers the fiscal arrangements for the aforementioned services and ridesharing programs and alternative transportation programs, including oversight of the implementation of the City's Transportation Management Plan Ordinance. The division also oversees the DOT paratransit program and the employer outreach program to reduce traffic congestion and improve air quality, and in coordination with other local governments in the region to comply with the Clean Air Act.

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Transit</u>				
General Fund Expenditures	481,242	486,505	579,485 *	591,199 *
<u>FULL-TIME STAFFING</u>	6	6	6	6
* Reflects an \$11,680 adjustment to base for the increasing cost of providing the current City employee transit benefit; a \$33,300 supplemental to increase the City employee transit benefit maximum allotment from \$50 per month to \$75 per month; a \$36,000 supplemental for CMAQ/RSTP transit grant matching funds; and a \$20,000 supplemental to implement a new paratransit management system.				

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Transit Services] To administer and coordinate public transportation services for the mobility impaired and to provide an alternative transportation program to reduce the number of single occupant vehicle trips to and from work by increasing the number of employers providing transit benefits to their employees.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
<u>DOT Paratransit:</u>					
DOT annual taxi and wheelchair accessible van service trips*	52,550	53,653	54,499	57,167	58,836
Average cost per trip**	\$16.62	\$18.28	\$20.88	\$20.20	\$20.81
<u>Alternative Transportation Program:</u>					
Number of employers providing transit benefits***	24	27	29	31	33
Number of annual single occupant vehicle trips removed (employers related)****	124,000	150,000	189,000	200,000	210,000
Number of City employees receiving transit incentives	320	373	345	420	495
Number of annual single occupant vehicle trips removed (City employees related)****	160,000	186,500	172,500	210,000	247,500
<u>Rideshare Program:</u>					
Number of car/vanpool applicants***	226	263	207	230	250

* The DOT paratransit expenditures are budgeted in the Transit Subsidies section; however, the Office of Transit Services and Programs administers and monitors the program.

** Data have been revised from previous documents to include the administrative cost per trip. Previous documents included only the taxi or van service contractor cost per trip.

*** Data have been revised from previous documents.

**** The daily number of trips removed is calculated by multiplying the number of employees participating in the employer's transit benefit program by 2 trips per day. This total is then multiplied by 250 (work days per year). This formula was developed by the Washington Metropolitan Council of Governments (COG).

The Division of Environmental Quality (DEQ) is responsible for environmental programs designed to protect the public's health and welfare and the City's environment. Programs administered by this division are across the media of air, noise, water, and land. Major programs include ambient air quality monitoring, inspections, enforcement, development review, and responding to complaints; noise control code enforcement and public information; advice and guidance related to toxic and hazardous materials and development review for the abatement of contaminated land as identified by the City and State; administration of the Chesapeake Bay Preservation Act and Erosion and Sediment Control law by means of development plan review; and environmental review of Special Use Permits (SUPs). This division is responsible for applying to and negotiating with the Virginia Department of Environmental Quality, the issuing of the National Pollutant Discharge Elimination System (NPDES) combined sewer system permits, and NPDES municipal separate storm sewer permit. The DEQ also ensures City compliance with these major environmental permits. The division actively participates in the maintenance of flood plains and stream corridors in an environmentally sensitive manner. As part of these activities, the division ensures compliance with stream maintenance-related environmental permits from various State and federal agencies. The division also provides staff support to the Environmental Policy Commission and advises other City agencies on health and environmental issues.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

	ACTUAL FY 2004	APPROVED FY 2005	PROPOSED FY 2006	APPROVED FY 2006
<u>DIVISION: Environmental Quality</u>				
General Fund Expenditures	530,555	621,823	677,017	694,552
<u>FULL-TIME STAFFING</u>	6	6	7 *	7 *
* Reflects the addition of one Air Pollution Control Specialist position.				

INDICATORS AND MEASURES

OBJECTIVE: [Environmental Quality] To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating complaints concerning loudspeakers, air conditioners and engine noises.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of complaints	61	46	45	60	60
Number of noise variance permits issued	171	244	233	200	200
Percent of complaints responded to within one day	100%	100%	100%	100%	100%
Percent of complaints closed within 10 days	30%	27%	54%	30%	30%

OBJECTIVE: [Environmental Quality] To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating complaints and inspecting regulated facilities.

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
Number of complaints	54	26	19	25	25
Number of air pollution inspections performed	22	15	13	20	20
Percentage of complaints responded to within one day	100%	100%	100%	100%	100%
Percentage of complaints closed within 10 days	30%	41%	70%	35%	35%

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Computation of FY 2006 Residential Refuse Fee

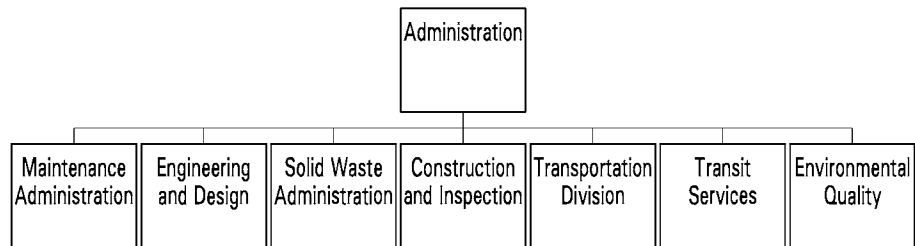
Addendum Table 1

FY 2006	
<u>Personnel Expenditures</u>	
Salaries and overtime costs (including proposed compensation adjustments)	\$874,026
Benefits	<u>340,275</u>
Total Personnel Expenditures	\$1,214,301
<u>Non-Personnel Expenditures</u>	
Refuse Tipping Fees FY 2006 assumes 1.6 tons disposed per household at a tip fee of \$64.50 per ton.	\$1,716,443
Vehicle Fuel and Maintenance	234,775
Vehicle Depreciation Charges	271,275
Uniforms/laundry/supplies	25,979
Replacement Super Cans	<u>43,866</u>
Total Non-personnel Expenditures	\$2,292,338
<u>Recycling</u>	
FY 2006 Residential Recycling Collection Contract	\$441,857
Total Expenditures	\$3,948,496
Total Number Residential Accounts	17,273
Residential Refuse Fee	\$229

Notes:

1. The City's FY 2006 residential refuse fee is based entirely on the direct cost of providing solid waste collection and disposal services to City residences. City overhead and administrative costs are not included in the fee calculation. The fee is computed by dividing the total cost by the total number of residential households that receive City refuse services and who are charged for that service.
2. The Approved FY 2006 rate of \$229 per household represents a \$24, or 11.7 percent, increase as compared to the Approved FY 2005 fee of \$205.
3. Residential refuse fee calculation methodology excludes commercial refuse collection costs, as well as the costs of serving residential units occupied by the Alexandria Redevelopment and Housing Authority (ARHA) and Alexandria City Public Schools (ACPS) facilities.

TRANSPORTATION AND ENVIRONMENTAL SERVICE



Other Educational

NORTHERN VIRGINIA COMMUNITY COLLEGE

<u>Subtasks</u>	<u>Priority</u>	<u>Estimated Useful Life of Improvement</u>	<u>Project Manager</u>
City Contribution for Capital Improvements	Essential	Not applicable	Office of Management and Budget

Project Summary: The Northern Virginia Community College (NVCC) is a two-year college serving Alexandria and Northern Virginia. The college's five campuses are located in Annandale, Alexandria, Loudoun County, Manassas and Woodbridge. Each of the nine participating Northern Virginia jurisdictions (Arlington, Fairfax, Loudoun, and Prince William Counties; and the Cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park) pays a portion of the operating and capital costs for the college.

Project Description: This project provides for Alexandria's proportionate share of the college's total locally-funded capital costs, estimated at \$1,978,200 in FY 2006, which is determined by a formula based on the population of each of the nine participating jurisdictions. NVCC's proportionate share formula is a per-capita allocation formula. The formula translates into approximately \$1.00 per resident. The FY 2006 NVCC requested City payment of \$137,100, or 6.9 percent of the total, represents a decrease of \$400 compared to the FY 2005 budget. This decrease is attributable to a decrease in the City's projected total population compared to last year based on the NVCC's per capita allocation formula.

Change in Project from Prior Years:

- A decrease of \$400 in the amount budgeted in FY 2006 for the City's share of the NVCC's capital costs. This increase is attributable to a decrease in the City's projected total population compared to last year based on the NVCC's per capita allocation formula.

TASK TITLE	UNALLOCATED PRIOR-FY	FY 2006 CURRENT	FY 2007 FY + 1	FY 2008 FY + 2	FY 2009 FY + 3	FY 2010 FY + 4	FY 2011 FY + 5	TOTAL
CONTRIBUTIONS	0	137,100	120,584	120,927	121,272	121,617	121,964	743,464
TOTAL PROJECT	0	137,100	120,584	120,927	121,272	121,617	121,964	743,464
LESS REVENUES	0	0	0	0	0	0	0	0
NET CITY SHARE	0	137,100	120,584	120,927	121,272	121,617	121,964	743,464

Appendices

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Appendix A

Glossary

ACCESS: Alexandria's Children's Comprehensive and Enhanced Services System - a federal demonstration grant program established in the Department of Mental Health, Mental Retardation and Substance Abuse. While the grant terminated in FY 2001, the services provided by the ACCESS program continue under a fee-for-service model.

ACPMT: Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families.

ACTIVITY: A significant element of an agency's program responsibilities. Usually administered by a Division Chief, activities may encompass several related service delivery or support components.

ACTUAL: Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADA: Americans with Disabilities Act.

ADEA: Age Discrimination in Employment Act.

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly financial report.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

BOND - GENERAL OBLIGATION: A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

BUDGET: A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGET ORDINANCE: The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over \$5,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): A six-year plan of proposed capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CITY DEPARTMENTS - DEPARTMENT, DIVISION, SECTION: An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Divisions, and Divisions into Sections, each with more specific responsibilities.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

COMPENSATION PHILOSOPHY: A document approved by City Council on May 27, 1997, which establishes policies and practices regarding the compensation of City employees that

are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix B of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff and Commonwealth's Attorney.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the rate of inflation. As calculated by the United States Bureau of Labor Statistics.

CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

COST-OF-LIVING: An increase in salaries to offset the adverse effect of inflation on compensation.

CPI: Consumer Price Index published monthly by the U.S. Department of Labor. The CPI-U is an index of prices for urban areas and a separate index, the COP-U-DC is published for the Washington Metropolitan Area.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services that are provided to individuals, at the premise they occupy, by a City agency.

DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal causes to be tried or registering legal actions, such as judgements and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses. This fund accounts for the City of Alexandria's recycling program, which began operations in Fiscal Year 1991 and includes the curbside residential operations, special pick-up for white goods, and newspaper and office paper recycling in all City government buildings.

EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment.

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) to expend monies for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2005 begins on July 1, 2004, and ends on June 30, 2005.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FULL-TIME POSITION: A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus," that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

GASB: The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System.

GOALS: Within the City's Performance Measurement processes, goals are broad statements of program impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

GRANTS: A transfer of State or federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

ITSC: Information Technology Steering Committee.

INDICATORS AND MEASURES: Within the City's Performance Measurement processes, indicators and measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

MANAGERS MESSAGE: Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

MH/MR/SA: The City's Department of Mental Health, Mental Retardation and Substance Abuse.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

OBJECTIVES: Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

PROGRAM: An organized set of activities directed toward a common purpose or goal.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

SPECIAL REVENUE FUND: Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

SUPPLEMENTAL REQUESTS: Budget requests by City departments for new positions, new equipment, program expansions and/or expenditures in excess of the approved budget guidelines.

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

VACANCY FACTOR: Amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover and unfilled positions.

WMATA: Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

Appendix B

City of Alexandria Compensation Philosophy

The Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report. This Council Committee reviewed compensation issues during the FY 1998 budget deliberations. City Council held a public hearing on the Compensation Philosophy on May 17, 1997, and adopted this final Compensation Philosophy on May 27, 1997.

Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to this community, that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions who are most likely to affect recruitment and retention of employees.

Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain and motivate qualified employees. To that end, the following principles govern compensation programs:

- ◆ Pay programs are intended to be competitive at a minimum with the minimum, mid-point and maximum salaries, with emphasis on the mid-point, of comparator organizations in the primary labor market. The primary labor market is currently defined as the Washington Metropolitan area Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- ◆ The City Manager may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract and retain specific positions or classification groups.
- ◆ The City will use benchmark jobs to obtain information on minimum, mid-point and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- ◆ Every five years, the City Manager will request the Personnel Department to conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any classes or classification series into competitive alignment and/or to address employee retention and turnover as needed. At any time the City Manager determines that any job classification needs to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such job.

- ◆ If a mid-point salary analysis shows that a position falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager will propose action necessary to align the class with the competitive labor market for implementation at the next fiscal year or sooner, if financially feasible.

General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- ◆ Overall competitive posture of the organization.
- ◆ Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban-for the Washington Metropolitan Area, published monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- ◆ Comparator organizations in the primary labor market.
- ◆ Financial affordability.

Pay Scales

The City Manager will promulgate two pay scales that include steps, one for public safety and one for general City employees. The pay scales will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily. Both the public safety and general City employee pay scales will have the same progression rules and step increases.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific pay scales will be competitive with the minimum, mid-point and maximum salaries for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of satisfactory performance and are based on merit. All employees should be made aware that such increases are a recognition of performance that meets or exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

Career Development Increases

The City Manager will direct the Personnel Department to develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparably with those in the primary

labor market. Such a structure enables existing employees in career ladder programs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who do grow in skill and capability to meet increased job responsibilities.

Education and Tuition Assistance

An objective in the compensation philosophy is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City Manager will direct the Personnel Department to prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average cost per employee of the budgets for the primary comparator jurisdictions.

Incentives

It is also the intent of the compensation philosophy to provide significant financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1,000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond the job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards being between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards.

In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base.

Appendix C

General Salary Schedule

Effective July 1, 2005- June 30, 2006

Living Wage

For certain eligible positions, starting in FY 2002 City Council's Living Wage principles were applied to the General Salary scale for applicable positions. The Living Wage rate is adjusted annually and is now \$11.80 per hour. Eligible employees have been moved to steps within their grade so that their wage rate is at least \$11.80 per hour. The salary scale below notes the minimum salaries where the Living Wage rate has been established for eligible positions.

Step Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1						25,019	25,895	26,801	27,739	28,710	29,371	30,046	30,737	31,444	32,167	32,907
2					25,256	26,140	27,055	28,002	28,982	29,996	30,686	31,392	32,114	32,852	33,608	34,381
3				25,170	26,428	27,353	28,311	29,301	30,327	31,388	32,110	32,849	33,604	34,377	35,168	35,977
4			25,079	26,332	27,649	28,617	29,618	30,655	31,728	32,838	33,594	34,366	35,157	35,965	36,793	37,639
5		24,984	26,233	27,545	28,922	29,935	30,982	32,067	33,189	34,351	35,141	35,949	36,776	37,622	38,487	39,372
6	24,884	26,128	27,435	28,807	30,247	31,306	32,401	33,535	34,709	35,924	36,750	37,595	38,460	39,345	40,250	41,175
7	26,043	27,345	28,712	30,148	31,655	32,763	33,910	35,097	36,325	37,596	38,461	39,346	40,251	41,176	42,123	43,092
8	27,258	28,621	30,052	31,554	33,132	34,292	35,492	36,734	38,020	39,350	40,255	41,181	42,128	43,097	44,089	45,103
9	28,625	30,056	31,559	33,137	34,793	36,011	37,272	38,576	39,926	41,324	42,274	43,246	44,241	45,259	46,300	47,364
10	29,878	31,371	32,940	34,587	36,316	37,587	38,903	40,265	41,674	43,133	44,125	45,139	46,178	47,240	48,326	49,438
11	31,288	32,853	34,495	36,220	38,031	39,362	40,740	42,166	43,642	45,169	46,208	47,271	48,358	49,470	50,608	51,772
12	32,763	34,401	36,121	37,927	39,824	41,217	42,660	44,153	45,698	47,298	48,386	49,499	50,637	51,802	52,993	54,212
13	34,312	36,028	37,829	39,720	41,706	43,166	44,677	46,241	47,859	49,534	50,673	51,839	53,031	54,251	55,499	56,775
14	36,044	37,847	39,739	41,726	43,812	45,346	46,933	48,575	50,276	52,035	53,232	54,456	55,709	56,990	58,301	59,642
15	37,841	39,734	41,720	43,806	45,997	47,606	49,273	50,997	52,782	54,629	55,886	57,171	58,486	59,831	61,208	62,615
16	39,737	41,724	43,810	46,001	48,301	49,991	51,741	53,552	55,426	57,366	58,685	60,035	61,416	62,829	64,274	65,752
17	41,721	43,807	45,998	48,298	50,713	52,488	54,325	56,226	58,194	60,231	61,616	63,033	64,483	65,966	67,483	69,035
18	43,811	46,001	48,301	50,716	53,252	55,116	57,045	59,042	61,108	63,347	64,702	66,190	67,712	69,270	70,863	72,493
19	45,997	48,297	50,712	53,247	55,910	57,867	59,892	61,988	64,158	66,403	67,931	69,493	71,091	72,726	74,399	76,110
20	48,294	50,709	53,245	55,907	58,702	60,757	62,883	65,084	67,362	69,720	71,323	72,964	74,642	76,359	78,115	79,912
21	50,710	53,245	55,907	58,703	61,638	63,795	66,028	68,339	70,731	73,206	74,890	76,613	78,375	80,177	82,022	83,908
22	53,241	55,903	58,698	61,633	64,715	66,980	69,324	71,751	74,262	76,861	78,629	80,437	82,287	84,180	86,116	88,097
23	55,905	58,700	61,635	64,716	67,952	70,331	72,792	75,340	77,977	80,706	82,562	84,461	86,404	88,391	90,424	92,504
24	58,697	61,632	64,713	67,949	71,347	73,844	76,428	79,103	81,872	84,737	86,686	88,680	90,720	92,806	94,941	97,124
25	61,625	64,707	67,942	71,339	74,906	77,526	80,241	83,050	85,957	88,965	91,011	93,104	95,246	97,437	99,678	101,970
26	64,709	67,944	71,342	74,909	78,654	81,407	84,256	87,205	90,257	93,416	95,565	97,763	100,112	102,312	104,665	107,072
27	67,758	71,145	74,703	78,438	82,360	85,242	88,226	91,314	94,510	97,817	100,067	102,369	104,723	107,132	109,596	112,117
28	71,145	74,703	78,438	82,360	86,478	89,504	92,637	95,879	99,235	102,708	105,071	107,487	109,959	112,489	115,076	117,723
29	74,705	78,441	82,363	86,481	90,805	93,983	97,272	100,677	104,201	107,848	110,328	112,866	115,462	118,117	120,834	123,613
30	78,437	82,359	86,476	90,800	95,340	98,677	102,131	105,705	109,405	113,234	115,839	118,503	121,229	124,017	126,869	129,787
31	82,353	86,471	90,794	95,334	100,100	103,604	107,230	110,983	114,868	118,888	121,622	124,420	127,281	130,209	133,204	136,267
32	86,471	90,794	95,334	100,101	105,106	108,784	112,592	116,533	120,611	124,833	127,704	130,641	133,646	136,719	139,864	143,081

Appendix D Public Safety Salary Schedule Effective July 1, 2005 - June 30, 2006

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Grade																
1	28,625	30,056	31,559	33,137	34,793	36,011	37,272	38,576	39,926	41,324	42,274	43,246	44,241	45,259	46,300	47,364
2	29,878	31,371	32,940	34,587	36,316	37,587	38,903	40,265	41,674	43,133	44,125	45,139	46,178	47,240	48,326	49,438
3	31,288	32,853	34,495	36,220	38,031	39,362	40,740	42,166	43,642	45,169	46,208	47,271	48,358	49,470	50,608	51,772
4	32,763	34,401	36,121	37,927	39,824	41,217	42,660	44,153	45,698	47,298	48,386	49,499	50,637	51,802	52,993	54,212
5	34,312	36,028	37,829	39,720	41,706	43,166	44,677	46,241	47,859	49,534	50,673	51,839	53,031	54,251	55,499	56,775
6	36,044	37,847	39,739	41,726	43,812	45,346	46,933	48,575	50,276	52,035	53,232	54,456	55,709	56,990	58,301	59,642
7	37,841	39,734	41,720	43,806	45,997	47,606	49,273	50,997	52,782	54,629	55,886	57,171	58,486	59,831	61,208	62,615
8	39,737	41,724	43,810	46,001	48,301	49,991	51,741	53,552	55,426	57,366	58,685	60,035	61,416	62,829	64,274	65,752
9	41,721	43,807	45,998	48,298	50,713	52,488	54,325	56,226	58,194	60,231	61,616	63,033	64,483	65,966	67,483	69,035
10	43,811	46,001	48,301	50,716	53,252	55,116	57,045	59,042	61,108	63,247	64,702	66,190	67,712	69,270	70,863	72,493
11	45,997	48,297	50,712	53,247	55,910	57,867	59,892	61,988	64,158	66,403	67,931	69,493	71,091	72,726	74,399	76,110
12	48,294	50,709	53,245	55,907	58,702	60,757	62,883	65,084	67,362	69,720	71,323	72,964	74,642	76,359	78,115	79,912
13	50,710	53,245	55,907	58,703	61,638	63,795	66,028	68,339	70,731	73,206	74,890	76,613	78,375	80,177	82,022	83,908
14	53,241	55,903	58,698	61,633	64,715	66,980	69,324	71,751	74,262	76,861	78,629	80,437	82,287	84,180	86,116	88,097
15	55,905	58,700	61,635	64,716	67,952	70,331	72,792	75,340	77,977	80,706	82,562	84,461	86,404	88,391	90,424	92,504
16	58,697	61,632	64,713	67,949	71,347	73,844	76,428	79,103	81,872	84,737	86,686	88,680	90,720	92,806	94,941	97,124
17	61,625	64,707	67,942	71,339	74,906	77,528	80,241	83,050	85,957	88,956	91,011	93,104	95,246	97,437	99,678	101,970
18	64,709	67,944	71,342	74,909	78,654	81,407	84,256	87,205	90,205	93,416	95,565	97,763	100,012	102,312	104,665	107,072

Please note: Appendix C and D that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division of the Personnel Services Department.

Appendix E

General Schedule Classification Plan

CLASS

CODE CLASS TITLE

OCCUPATIONAL GROUP

PAY PLAN: ADMINISTRATIVELY DETERMINED

5093	Admin. Aide/City Council	Administrative, Clerical and Office Services
2733	Assistant Court Administrator	Legal, Paralegal and Kindred
1030	City Attorney	Legal, Paralegal and Kindred
1071	City Clerk and Clerk of Council	Administrative, Clerical and Office Services
1096	City Manager	Policy Determining
1028	Clerk of the Circuit Court	Legal, Paralegal and Kindred
1029	Commonwealth's Attorney	Legal, Paralegal and Kindred
1090	Council Member	Policy Determining
2295	Court Administrator	Legal, Paralegal and Kindred
1139	Deputy City Clerk	Administrative, Clerical and Office Services
2254	Deputy Court Administrator	Legal, Paralegal and Kindred
1012	Director/Public Health	Medical, Dental, Hospital and Public Health
5385	Intern	Miscellaneous Occupations
1088	Mayor	Policy Determining
1089	Vice Mayor	Policy Determining
6002	Workshop Participant	Miscellaneous Occupations

General Schedule Classification Plan

GRADE AND SALARY: 01 \$25,019.27 to \$32,907.10

5013 Clinical Psychologist Trainee Social Science and Welfare

GRADE AND SALARY: 02 \$25,255.97 to \$34,381.09

6015 Clerk I Administrative, Clerical and Office Services
8020 Custodian Equipment, Facilities and Services
8025 Laborer I Equipment, Facilities and Services
5019 Library Page Library and Archives
8015 Locker Room Attendant Equipment, Facilities and Services
6001 Messenger Administrative, Clerical and Office Services

GRADE AND SALARY: 03 \$25,169.72 to \$35,976.85

6069 Assistant Registrar I Miscellaneous Occupations
6021 Delivery Clerk Administrative, Clerical and Office Services
8040 Driver Equipment, Facilities and Services
5554 Library Aide Library and Archives
8035 Refuse Collector Equipment, Facilities and Services

GRADE AND SALARY: 04 \$25,078.54 to \$37,638.86

8002 Apprentice Tree Trimmer Equipment, Facilities and Services
6016 Clerk II Administrative, Clerical and Office Services
6025 Clerk Typist I Administrative, Clerical and Office Services
8003 Food Services Worker Equipment, Facilities and Services
8044 Motor Vehicle Operator Equipment, Facilities and Services
6062 Receptionist/Telephone Operator Administrative, Clerical and Office Services
6032 Records Center Clerk Administrative, Clerical and Office Services
8065 Traffic Services Worker I Equipment, Facilities and Services

GRADE AND SALARY: 05 \$24,984.14 to \$39,372.03

6050 Account Clerk I Accounting, Budget and Finance
6070 Assistant Registrar II Miscellaneous Occupations
8082 Automotive Parts Driver Equipment, Facilities and Services
6060 Data Entry Operator I Automatic Data Processing
8030 Laborer II Equipment, Facilities, and Services
6005 Mail Distribution/
 Duplication Clerk Administrative, Clerical and Office Services
5008 Program Aide I Social Science and Welfare
5038 Recreation Leader I Recreation
5116 School Crossing Guard Public Safety and Education
8011 Security Monitor Public Safety and Education

General Schedule Classification Plan

GRADE AND SALARY: 06

\$24,884.24 to \$41,175.32

5073 Adult Health Care Activities Assistant	Social Science and Welfare
6026 Clerk Typist II	Administrative, Clerical and Office Services
8001 Cook	Equipment, Facilities and Services
6505 Data Entry Operator II	Automatic Data Processing
6030 Medical Records Assistant	Administrative, Clerical and Office Services
6038 Personnel Clerk I	Personnel Management and Employee Relations
6089 Property Clerk	Public Safety and Enforcement
8016 Rod and Chain Operator	Engineering and Architecture

GRADE AND SALARY: 07

\$26,042.70 to \$43,092.19

6051 Account Clerk II	Accounting, Budget and Finance
3067 Assistant Food Services Specialist	Equipment, Facilities and Services
7004 Automotive Services Worker	Equipment, Facilities and Services
6023 Automotive Parts Specialist	Equipment, Facilities and Services
8041 Bus Driver	Equipment, Facilities and Services
5032 Case Aide	Social Science and Welfare
6027 Clerk Typist III	Administrative, Clerical and Office Services
3176 Electronic Publishing Office Specialist I	Automatic Data Processing
8045 Equipment Operator I	Equipment, Facilities and Services
5540 Laboratory Aide	Medical, Dental, Hospital and Public Health
5022 Library Assistant I	Library and Archives
5028 Museum Aide I	Information and Arts
5542 Pharmacy Assistant	Medical, Dental, Hospital and Public Health
5011 Program Aide II	Social Science and Welfare
6047 Records Clerk	Administrative, Clerical and Office Services
7006 Traffic Services Worker II	Equipment, Facilities and Services

GRADE AND SALARY: 08

\$27,257.75 to \$45,102.73

8004 Building Services Assistant	Engineering and Architecture
6008 Client Intake Services Worker	Administrative, Clerical and Office Services
3074 Computer Operator I	Automatic Data Processing
8052 Horticultural Assistant	Biological Sciences
5024 Library Assistant II	Library and Archives
8017 Maintenance Worker	Equipment, Facilities and Services
6039 Personnel Clerk II	Personnel Management and Employee Relations
5125 Parking Enforcement Officer I	Public Safety and Enforcement
5036 Recreation Leader II	Recreation
5016 Residential Detox Counselor I	Social Science and Welfare
6318 Secretary I	Administrative, Clerical & Office Services

General Schedule Classification Plan

3064	X-ray Technician	Medical, Dental, Hospital and Public Health
5063	Youth Advisor	Social Science and Welfare

GRADE AND SALARY: 09

\$28,624.58 to \$47,364.39

3179	Assistant Impounding Officer I	Public Safety and Enforcement
6071	Assistant Registrar III	Miscellaneous Occupations
5531	Communication Clerk/T&ES	Administrative, Clerical and Office Services
5006	Coordinator/Fleet Maintenance	Equipment, Facilities and Services
7010	Equipment Operator II	Equipment, Facilities and Services
5540	Lab Aide	Medical, Dental, Hospital & Public Health
7005	Laborer III	Equipment, Facilities and Services
3802	Mental Health/Mental Retardation Technician I	Social Science and Welfare
5029	Museum Aide II	Information and Arts
5074	Museum Technician	Information and Arts
5007	Planning Assistant I	Planning and Urban Development
6014	Police Services Clerk	Public Safety and Enforcement
5548	Public Health Nurse Aide	Medical, Dental, Hospital & Public Health
7002	Sign Fabricator	Equipment, Facilities and Services
3001	Supervisory Custodian	Equipment, Facilities and Services

GRADE AND SALARY: 10

\$29,877.61 to \$49,437.72

6052	Account Clerk III	Accounting, Budget and Finance
3075	Computer Operator II	Automatic Data Processing
3816	Dental Assistant	Medical, Dental, Hospital & Public Health
7033	Equipment Maintenance Specialist	Equipment, Facilities and Services
5121	Horticultural Specialist	Biological Sciences
6909	Legal Secretary I	Administrative, Clerical and Office Services
5026	Library Assistant III	Library and Archives
3796	Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
3198	Medical Records Technician	Administrative, Clerical and Office Services
7045	Offset Press Operator I	Equipment, Facilities and Services
5126	Parking Enforcement Officer II	Public Safety and Enforcement
5035	Recreation Leader III	Recreation
3215	Sanitation Inspector	Public Safety and Enforcement
6319	Secretary II	Administrative, Clerical and Office Services
3818	Supervisory Bus Driver	Equipment, Facilities and Services
5448	Supervisor/Shelter	Social Science and Welfare
7035	Traffic Services Worker III	Equipment, Facilities and Services
3213	Transit Services Assistant	Transportation and Environmental Services

General Schedule Classification Plan

GRADE AND SALARY: 11		\$31,288.28 to \$51,771.93
5111	Administrative Technician	Administrative, Clerical and Office Services
4109	Assistant Dockmaster	Business and Industry
3160	Assistant Impounding Officer II	Public Safety and Enforcement
7018	Carpenter	Equipment, Facilities and Services
3188	code Enforcement Inspector I	Engineering and Architecture
3095	Coordinator/Building Services I	Equipment, Facilities and Services
5120	Crime Prevention Technician	Public Safety and Enforcement
6506	Data Entry Operator III	Automatic Data Processing
3181	Electronic Publishing Office Specialist II	Automatic Data Processing
3140	Eligibility Worker I	Social Science and Welfare
3045	Engineering Aide I	Engineering and Architecture
6043	Executive Secretary	Administrative, Clerical and Office Services
3219	Fire Training Assistant	Personnel Management and Employee Relations
7015	Heavy Equipment Operator	Equipment, Facilities and Services
5023	Library Associate I	Library and Archives
6869	Management Information Clerk	Automatic Data Processing
3804	Mental Health/Mental Retardation Technician II	Social Science and Welfare
3123	Personnel Assistant	Personnel Management and Employee Relations
6024	Personnel Clerk III	Personnel Management and Employee Relations
5550	Pharmacy Technician	Medical, Dental, Hospital and Public Health
5009	Planning Assistant II	Planning and Urban Development
5127	Parking Enforcement Officer II	Public Safety and Enforcement
3207	Purchasing Technician	Procurement and Supply
5105	Residential Counselor	Social Science and Welfare
5017	Residential Detox Counselor II	Social Science and Welfare
3267	Revenue Collection Specialist I	Business and Industry
7034	Tree Trimmer	Equipment, Facilities and Services

GRADE AND SALARY: 12		\$32,762.91 to \$54,211.98
3206	Account Clerk IV	Accounting, Budget and Finance
7007	Apprentice Mechanic	Equipment, Facilities and Services
3071	Computer Operator III	Automatic Data Processing
3146	Community Services Specialist I	Social Science and Welfare
3231	Contract Technician	Procurement and Supply
3100	Coordinator/Building Services II	Equipment, Facilities and Services
3763	Emergency Communications Technician	Public Safety and Enforcement
3835	ITS Scheduler/Operations Librarian	Automatic Data Processing
7050	Offset Press Operator II	Equipment, Facilities and Services
3153	Park Facilities Specialist	Equipment, Facilities and Services
3137	Planning Technician	Planning and Urban Development

General Schedule Classification Plan

3197	Police Driving Instructor	Public Safety and Enforcement
2137	Rehabilitation Vocational Counselor I	Social Science and Welfare
6034	Secretary III	Administrative, Clerical and Office Services
3195	Special Police Officer	Public Safety and Enforcement
3126	Supervisory Account Clerk	Accounting, Budget and Finance
3831	Supervisory/School Crossing Guard	Public Safety and Enforcement
2453	Therapeutic Recreation Leader	Medical, Dental, Hospital and Public Health
7040	Traffic Signal Repair Technician	Equipment, Facilities and Services

GRADE AND SALARY: 13

\$34,311.91 to \$56,775.07

2291	Administrative Assistant	Administrative Clerical and Office Services
3235	Assessment Records Specialist	Business and Industry
3150	Building Systems Technician	Equipment, Facilities and Services
3025	Caseworker	Social Science and Welfare
3223	Coordinator/Family Advocacy Project	Social Science and Welfare
2601	Curator I	Information and Arts
3205	Electronic Publishing Office Specialist III	Automatic Data Processing
3148	Code Enforcement Inspector II	Engineering and Architecture
3155	Employment and Training Specialist	Social Science and Welfare
3192	Engineering Aide II	Engineering and Architecture
3065	Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
7031	Facilities Maintenance Specialist	Equipment, Facilities and Services
3244	Food Services Specialist	Equipment, Facilities and Services
3815	Impounding Officer	Public Safety and Enforcement
6910	Legal Secretary II	Administrative Clerical and Office Services
5025	Library Associate II	Library and Archives
3161	Personnel Technician	Personnel Management and Employee Relations
3082	Real Estate Appraiser I	Business and Industry
5034	Recreation Leader IV	Recreation
2334	Recreation Specialist	Recreation
2319	Relocation Advisor I	Housing
3268	Revenue Collection Specialist II	Business and Industry
3121	Sewer Inspector (TV)	Equipment, Facilities and Services
5113	Supervisory Administrative Technician	Administrative, Clerical and Office Services
3248	Supervisory/Battered Women Shelter	Social Science and Welfare
3008	Supervisor/Labor	Equipment, Facilities and Services

General Schedule Classification Plan

3201	Supervisory/Parking Enforcement Officer	Public Safety and Enforcement
3120	Supervisor/Records	Administrative, Clerical and Office Services
2040	Supervisor/Recreation Leader I	Recreation
3273	Surveillance Officer	Engineering and Architecture
3038	Survey Instrument Operator	Engineering and Architecture
3099	Traffic Survey Technician	Transportation and Environmental Services
3824	Victim-Witness Specialist I	Legal, Paralegal and Kindred

GRADE AND SALARY: 14

\$36,044.44 to \$59,641.84

3115	Accounting Technician	Accounting, Budget and Finance
3225	Assistant Superintendent/ Solid Waste	Equipment, Facilities and Services
7020	Automotive Mechanic	Equipment, Facilities and Services
3157	Automotive Services Advisor	Equipment, Facilities and Services
3189	Code Enforcement Inspector II	Engineering and Architecture
3106	Coordinator/Building Services III	Equipment, Facilities and Services
3836	Customer Support Engineer I	Automatic Data Processing
4110	Dockmaster	Business and Industry
3239	Emergency Management Outreach Specialist	Public Safety and Enforcement
3860	Latent Print Examiner	Public Safety and Enforcement
3839	Law Clerk I	Legal, Paralegal and Kindred
2612	Museum Education Specialist	Information and Arts
3832	Outreach/Prevention Specialist	Social Science and Welfare
3196	Police Range Officer	Public Safety and Enforcement
3142	Senior Eligibility Worker	Social Science and Welfare
3236	Senior Planning Technician	Planning and Urban Development
5110	Senior Residential Counselor	Social Science and Welfare
3232	Supervisory Cartographer	Planning and Urban Development
3041	Supervisor/Equipment Maintenance	Equipment, Facilities and Services
3260	Supervisor/Facilities Maintenance	Equipment, Facilities and Services
3028	Supervisor/Mail Distribution/ Duplication	Administrative, Clerical and Office Services
3169	Supervisor/Maintenance Project	Equipment, Facilities and Services
6044	Supervisory Secretary III	Administrative, Clerical and Office Services
2354	Therapist I	Social Science and Welfare
3233	Traffic Signal Repair Technician	Equipment, Facilities and Services
3101	Traffic Operations Technician	Transportation and Environmental Services
3825	Victim-Witness Specialist II	Legal, Paralegal and Kindred
5061	Volunteer Developer	Social Science and Welfare
3304	Zoning Inspector	Planning and Urban Development

General Schedule Classification Plan

GRADE AND SALARY: 15

\$37,841.48 to \$62,615.34

2316	Accountant I	Accounting, Budget and Finance
2371	Administrative Assistant/Mayor	Administrative, Clerical and Office Services
2339	Administrative Officer I	Administrative, Clerical and Office Services
2279	Assistant Director/ADHCC	Social Science and Welfare
3116	Assistant Superintendent/ Construction and Maintenance	Equipment, Facilities and Services
3113	Assistant Superintendent/ Transportation	Transportation and Environmental Services
3097	Buyer I	Procurement and Supply
2080	Civil Engineer I	Engineering and Architecture
3202	Community Services Specialist II	Social Science and Welfare
2315	Consumer and Citizens' Affairs Investigator	Business and Industry
2409	Contract Administrator	Procurement and Supply
3776	Contract Procurement Specialist	Business and Industry
2719	Coordinator/Employment Services	Social Science and Welfare
2327	Coordinator/Youth Services	Public Safety and Enforcement
2401	Educational Assistant	Social Science and Welfare
3141	Eligibility Fraud Investigator	Social Science and Welfare
2263	Fiscal Analyst	Accounting, Budget and Finance
3193	Hack Inspector	Public Safety and Enforcement
2309	Human Rights Investigator	Legal, Paralegal and Kindred
2231	Landscape Architect	Engineering and Architecture
2072	Librarian I	Library and Archives
2311	Landlord/Tenant Investigator	Housing
2055	Nutritionist	Medical, Dental, Hospital and Public Health
2338	Police Personnel Recruiter	Personnel Management and Employee Relations
3813	Polygraph Examiner	Public Safety and Enforcement
5545	Public Information Specialist	Information and Arts
2344	Recycling Program Specialist	Transportation and Environmental Services
3125	Research Historian	Library and Archives
2258	Safety Officer	Business and Industry
2292	Supervisory Administrative Assistant	Administrative, Clerical and Office Services
3768	Supervisory Emergency Communications Technician	Public Safety and Enforcement
2639	Telecommunications Specialist	Equipment Facilities, and Services
3015	T&ES Inspector I	Engineering and Architecture
3117	Traffic Computer Specialist	Automatic Data Processing
2092	Urban Planner I	Planning and Urban Development
3139	Vocational Services Specialist	Social Science and Welfare
2211	Youth Services Program Specialist	Social Science and Welfare

General Schedule Classification Plan

GRADE AND SALARY: 16		\$39,737.06 to \$65,751.92
3280 Assistant Superintendent/Parks and Facilities		Equipment, Facilities and Services
3290 Assistant Superintendent/Tree Maintenance		Equipment, Facilities and Services
3158 Automotive Diagnostician		Equipment, Facilities and Services
3834 Automotive Parts Manager		Equipment, Facilities and Services
2252 Behavior Management Specialist		Social Science and Welfare
2397 Coordinator/Employee Development Program		Personnel Management & Employee Relation
4023 Coordinator/Pool Site		Recreation
3837 Customer Supporter Engineer II		Automatic Data Processing
1174 Deputy Registrar		Miscellaneous Occupations
3184 Health and Community Education Specialist		Information and Arts
2163 Infant Development Specialist		Social Science and Welfare
3194 Lease Management Assistant		Business and Industry
2185 Management Analyst I		Administrative, Clerical and Office Services
3224 Park Manager		Equipment, Facilities and Services
2130 Personnel Analyst I		Personnel Management and Employee Relations
2060 Public Health Nurse I		Medical, Dental, Hospital and Public Health
2069 Registered Nurse		Medical, Dental, Hospital and Public Health
2244 Rehabilitation Vocational Counselor II		Social Science and Welfare
3269 Revenue Collection Specialist III		Business and Industry
2260 Sanitarian I		Medical, Dental, Hospital and Public Health
2449 Supervisor/Therapeutic Recreation Leader I		Medical, Dental, Hospital and Public Health
3234 Supervisor/Traffic Signal Repair		Equipment, Facilities and Services
3039 Survey Party Chief		Engineering and Architecture
3222 T&ES Inspector II		Engineering and Architecture
2452 Therapeutic Recreation Specialist		Medical, Dental, Hospital and Public Health
2355 Therapist II		Social Science and Welfare
2378 Transit Specialist		Transportation and Environmental Services

GRADE AND SALARY: 17		\$41,721.36 to \$69,035.29
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2465 Arborist	Biological Sciences
2057 Audiologist	Medical, Dental, Hospital and Public Health
3190 Code Enforcement Inspector III	Engineering and Architecture
2357 Coordinator/Jury	Legal, Paralegal and Kindred
2128 Coordinator/Volunteer Services	Social Science and Welfare
2602 Curator II	Information and Arts
2297 Inmate Classification Counselor	Public Safety and Enforcement
2511 Internal Auditor I	Accounting, Budget and Finance
3047 Land Survey Analyst	Engineering and Architecture

General Schedule Classification Plan

2420	Law Clerk II	Legal, Paralegal and Kindred
2073	Librarian II	Library and Archives
3237	Maintenance and Renovation Specialist	Engineering and Architecture
7039	Master Electrician	Equipment, Facilities and Services
3107	Medical Laboratory Technician	Medical, Dental, Hospital and Public Health
2461	Naturalist I	Biological Sciences
2336	Police Personnel Specialist	Personnel Management and Employee Relations
3083	Real Estate Appraiser II	Business and Industry
2322	Relocation Advisor II	Housing
2030	Social Worker I	Social Science and Welfare
2349	Supervisory Administrative Officer I	Administrative, Clerical and Office Services
2690	Supervisor/Employment and Training	Social Science and Welfare
3063	Supervisor/Horticulture	Biological Sciences
2251	Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
2041	Supervisor/Recreation Leader II	Recreation
3128	Supervisor/Technical	Equipment, Facilities and Services
3002	Superintendent/Refuse Collection	Equipment, Facilities and Services
3183	Superintendent/Refuse Disposal and Street Cleaning	Equipment, Facilities and Services

GRADE AND SALARY: 18

\$43,810.81 to \$72,492.64

2325	Assistant Vocational Services Manager	Social Science and Welfare
2306	Buyer II	Procurement and Supply
2082	Civil Engineer II	Engineering and Architecture
3180	Computer Programmer	Automatic Data Processing
2633	Computer Systems Analyst I	Automatic Data Processing
3773	Construction Field Representative	Engineering and Architecture
2352	Coordinator/ASAP	Legal, Paralegal and Kindred
2395	Coordinator I/Community Service Programs	Social Science and Welfare
3822	Coordinator I /Rehabilitation Loan	Housing
2470	Coordinator/Special Services	Recreation
3838	Customer Support Engineer III	Automatic Date Processing
3228	GIS Specialist	Planning and Urban Development
2307	Law Librarian	Library and Archives
3250	Network Engineer I	Automatic Data Processing
2514	Pharmacist I	Medical, Dental, Hospital and Public Health
3154	Plans Examiner	Engineering and Architecture
2410	Senior Contract Administrator	Procurement and Supply

General Schedule Classification Plan

2364	Supervisory Administrative Assistant to Counsel	Administrative, Clerical and Office Services
3220	Supervisory Automotive Mechanic/Advisor	Equipment, Facilities and Services
3217	Supervisory Graphic Artist	Information and Arts
3091	Supervisor/Personal Property Tax	Business and Industry
3226	T&ES Inspector III	Engineering and Architecture
2358	Transportation Information Specialist	Transportation and Environmental Services

GRADE AND SALARY: 19

\$45,997.17 to \$76,110.35

2317	Accountant II	Accounting, Budget and Finance
3819	Air Pollution Control Specialist	Transportation and Environmental Services
2129	Budget/Management Analyst I	Accounting, Budget and Finance
2737	Code Enforcement Engineer I	Engineering and Architecture
2743	Communications Officer	Information and Arts
2380	Computer Programmer/Analyst I	Automatic Data Processing
2644	Computer Systems Analyst II	Automatic Data Processing
2209	Coordinator/Assisted Residential Services	Social Science and Welfare
3129	Coordinator/Fire Emergency Communications	Public Safety and Enforcement
2234	Coordinator/Housing Program	Housing
2161	Coordinator/Vocational and Pre-vocational Services	Social Science and Welfare
2393	Epidemiologist	Medical, Dental, Hospital and Public Health
2341	Fiscal Officer I	Accounting, Budget and Finance
2119	Housing Analyst	Housing
2074	Librarian III	Library and Archives
2090	Mechanical Engineer	Engineering and Architecture
2131	Personnel Analyst II	Personnel Management and Employee Relations
2689	Program Analyst	Administrative, Clerical and Office Services
2363	Probation Officer	Public Safety and Enforcement
2285	Public Health Nurse II	Medical, Dental, Hospital and Public Health
2388	Public Safety Information Officer	Information and Arts
2415	Quality Assurance Specialist	Social Science and Welfare
2177	Real Estate Officer	Housing
2298	Records Administrator/Archivist	Administrative, Clerical and Office Services
2421	Records Manager	Administrative, Clerical and Office Services
3272	Revenue Collections Specialist IV	Business and Industry

General Schedule Classification Plan

2261	Sanitarian II	Medical, Dental, Hospital and Public Health
2394	Supervisor Alexandria Community Corrections Programs	Public Safety and Enforcement
3191	Supervisor/Code Enforcement Field	Information and Arts
2419	Supervisor/Community Affairs	Information and Arts
2026	Supervisor/Eligibility	Social Science and Welfare
3152	Supervisor/Existing Structure Inspector	Engineering and Architecture
3827	Supervisor/Identification	Public Safety and Enforcement
2333	Supervisor/Recreation Leader III	Recreation
2232	Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
3040	Superintendent/Construction and Maintenance	Equipment, Facilities and Services
3035	Superintendent/Parks and Facilities Maintenance	Equipment, Facilities and Services
3033	Superintendent/Transportation	Transportation and Environmental Services
2093	Urban Planner II	Planning and Urban Development
2736	Water Quality Comp Specialist	Transportation and Environmental Services

GRADE AND SALARY: 20

\$48,294.42 to \$79,911.58

2340	Administrative Officer II	Administrative, Clerical and Office Services
2801	Archaeologist	Information and Arts
2464	City Arborist	Biological Sciences
2084	Civil Engineer III	Engineering and Architecture
2740	Code Enforcement Engineer III	Engineering and Architecture
2655	Computer Systems Analyst III	Automatic Data Processing
2212	Coordinator/Community and Family Advocacy	Social Science and Welfare
2305	Coordinator/Emergency Planning	Public Safety and Enforcement
2730	Coordinator/Information Technology Services	Automatic Data Processing
2296	Program Coordinator	Social Science and Welfare
3823	Coordinator II /Rehabilitation Loan	Housing
2302	Coordinator/Site Plan/ Administrative Assistant	Planning and Urban Development
2403	Coordinator/Telecommunications	Equipment, Facilities, and Services
2229	Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred
1230	Director/Adult Day Services Center	Social Science and Welfare
2276	Director/Elderly Assisted Living Program	Social Science and Welfare

General Schedule Classification Plan

2301	Early Childhood Development Training Specialist	Social Science and Welfare
2418	Emergency Management Analyst	Public Safety and Enforcement
2426	Emergency Management/ Citizen Corporation Liaison	Public Safety and Enforcement
2342	Fiscal Officer II	Accounting, Budget and Finance
4098	Inmate Records/Classification Manager	Public Safety and Enforcement
2416	Librarian IV	Library and Archives
2186	Management Analyst II	Administrative, Clerical and Office Services
2460	Naturalist II	Biological Sciences
3251	Network Engineer II	Automatic Data Processing
2250	Nurse Practitioner	Medical, Dental, Hospital and Public Health
2560	Psychiatric Nurse	Medical, Dental, Hospital and Public Health
2286	Public Health Nurse III	Medical, Dental, Hospital and Public Health
2031	Social Worker II	Social Science and Welfare
2411	Space Planner	Planning and Urban Development
2413	Senior Probation Officer	Public Safety and Enforcement
3084	Senior Real Estate Appraiser	Business and Industry
3209	Supervisor/Electronic Publishing Office	Automatic Data Processing
2024	Supervisor/Business and Professional Licence	Business and Industry
2454	Supervisor/Fire Personnel	Personnel Management and Employee Relations
2335	Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
2042	Supervisor/Recreation Leader IV	Recreation
2300	Supervisor/Revenue	Business and Industry
3266	Supervisor/Tax Services & Enforcement	Business and Industry
2450	Supervisor/Therapeutic Recreation Leader II	Medical, Dental, Hospital and Public Health
3229	Systems Programmer Specialist	Automatic Data Processing
2368	Traffic Signal Systems Engineer	Engineering and Architecture
2310	Transportation Planner	Transportation and Environmental Services
2348	Watershed Program Administrator	Engineering and Architecture

GRADE AND SALARY: 21

\$50,709.64 to \$83,907.99

2018	Assistant City Attorney I	Legal, Paralegal and Kindred
2015	Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred
2168	Budget/Management Analyst II	Accounting, Budget and Finance
2323	Buyer III	Procurement and Supply

General Schedule Classification Plan

2321	Circuit Court Law Clerk	Legal, Paralegal and Kindred
2741	Code Enforcement Engineer III	Engineering and Architecture
2379	Computer Programmer/Analyst II	Automatic Data Processing
2396	Coordinator II/Community Services Program	Social Science and Welfare
2162	Coordinator/Residential Services	Social Science and Welfare
1164	Coordinator/Transportation	Transportation and Environmental Services
1118	Director/Museum	Information and Arts
1148	Division Chief/Communications	Equipment, Facilities and Services
1017	Elections Administrator	Policy Determining
2417	Librarian V	Library and Archives
2107	Pharmacist II	Medical, Dental, Hospital and Public Health
2381	Radio System Manager	Public Safety and Enforcement
1070	Registrar	Policy Determining
2406	Supervisor/Business Tax Audit	Business and Industry
2369	Supervisor/Crime Analysis	Automatic Data Processing
2320	Supervisor/Financial Reporting	Accounting, Budget and Finance
2326	Supervisor/Fire Maintenance	Public Safety and Enforcement
2062	Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
2241	Supervisor/Recreation Leader V	Recreation
2709	Supervisory/Sanitarian	Medical, Dental, Hospital and Public Health
2367	Supervisor/Treasury	Accounting, Budget and Finance
2356	Therapist III	Social Science and Welfare
2384	Urban Designer	Planning and Urban Development
2094	Urban Planner III	Planning and Urban Development

GRADE AND SALARY: 22

\$53,241.22 to \$88,096.91

2362	Budget/Management Analyst III	Accounting, Budget and Finance
2308	Chief of Surveys	Engineering and Architecture
1107	City Archaeologist	Information and Arts
2386	Civil Engineer IV	Engineering and Architecture
2391	Computer Systems Analyst IV	Automatic Data Processing
1166	Consumer Affairs Administrator	Business and Industry
2290	Coordinator/Domestic Violence Program	Social Science and Welfare
2277	Coordinator/Long-Term Care Services	Social Science and Welfare
2324	Director/Alternative Programs	Public Safety and Enforcement
2281	Director/Residential Programs	Social Science and Welfare
1210	Division Chief/ITS Customer Services	Automatic Data Processing
2331	Human Services Program Administrator	Social Science and Welfare

General Schedule Classification Plan

2512	Internal Auditor II	Accounting, Budget and Finance
3255	Lotus Notes Support Engineer	Automatic Data Processing
3252	Network Engineer III	Automatic Data Processing
2083	Risk Manager	Business and Industry
2360	Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
2350	Supervisory Administrative Officer II	Administrative, Clerical and Office Services
2068	Supervisor/Court Services	Legal, Paralegal and Kindred
3171	Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
2208	Supervisory Landscape Architect	Engineering and Architecture
2414	Supervisor/PIE Program	Social Science and Welfare
2687	Supervisory Program Analyst	Administrative, Clerical and Office Services
2032	Supervisory Social Worker	Social Science and Welfare
2373	Supervisory Therapist	Social Science and Welfare
2389	Supervisory Urban Planner	Planning and Urban Development

GRADE AND SALARY: 23

\$55,904.50 to \$92,503.81

1042	Affirmative Action Officer	Policy Determining
1086	Assistant to the City Manager	Administrative, Clerical and Office Services
2735	Business Facilitator	Business and Industry
2562	Clinical Psychologist I	Social Science and Welfare
2382	Computer Programmer/Analyst III	Automatic Data Processing
2370	Day Support Services Coordinator	Social Science and Welfare
2646	Database Administrator I	Automatic Data Processing
2565	Supervisor/Clinical Substance Abuse Services	Social Science and Welfare
2412	Engineering Supervisor	Engineering and Architecture
1160	Supervisor/Environmental Quality Program	Transportation and Environmental Services
2727	Web Architect	Automatic Data Processing

GRADE AND SALARY: 24

\$58,696.94 to \$97,124.38

2020	Assistant City Attorney II	Legal, Paralegal and Kindred
2016	Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
2387	City Architect	Engineering and Architecture
2563	Clinical Psychologist II	Social Science and Welfare
2383	Computer Programmer/Analyst IV	Automatic Data Processing
2716	Coordinator/CJIS	Automatic Data Processing
1214	Coordinator/Emergency Management	Public Safety and Enforcement
2731	Coordinator/Organizational Development	Policy Determining

General Schedule Classification Plan

2734	Coordinator/Special Project/ Recreation	Administrative, Clerical and Office Services
2647	Database Administrator II	Automatic Data Processing
1067	Deputy Director/Office of Code Enforcement	Engineering and Architecture
1222	Director/Aging and Adult Services	Social Science and Welfare
1200	Director/ <i>Alexandria Works!</i>	Social Science and Welfare
1138	Director/Consultation and Education	Social Science and Welfare
1145	Director/Office for Early Childhood Development	Social Science and Welfare
1177	Director/Office of Economic Opportunities	Social Science and Welfare
1002	Director/Office of Employment and Training	Social Science and Welfare
1152	Director/Office on Youth	Social Science and Welfare
1167	Division Chief/Administrative Services	Administrative, Clerical and Office Services
1221	Division Chief/Capital Projects	Engineering and Architecture
1151	Division Chief/Construction	Engineering and Architecture
1209	Division Chief/Environmental Services	Transportation and Environmental Services
1181	Division Chief/Facilities Maintenance	Equipment, Facilities and Services
1225	Division Chief/GIS	Planning and Urban Development
1007	Division Chief/Housing Program Implementation	Housing
1034	Division Chief/Landlord-Tenant Relations	Housing
1940	Division Chief/Maintenance	Equipment, Facilities and Services
1933	Division Chief/Motor Equipment	Equipment, Facilities and Services
1149	Division Chief/Personnel Services	Personnel Management and Employee Relations
1228	Division Chief Quality Improvement	Social Science and Welfare
1041	Division Chief/Solid Waste	Equipment, Facilities and Services
1021	Division Chief/Treasury	Accounting, Budget and Finance
2728	Pension Administrator	Personnel Management and Employee Relations
1016	Purchasing Agent	Procurement and Supply
2422	Principal Development Planner	Planning and Urban Development
1016	Purchasing Agent	Procurement and Supply
1168	Supervisor/Chief of Eligibility	Social Science and Welfare
2559	Supervisor/Mental Health Team	Social Science and Welfare

General Schedule Classification Plan

GRADE AND SALARY: 25		\$61,625.48 to \$101,970.16
1229	Director/Acute Care Emergency Services Division	Social Science and Welfare
1162	Director/Community Support Program	Social Science and Welfare
1183	Director/Juvenile Mental Health Services Division	Social Science and Welfare
1204	Director/Office on Human Rights	Legal, Paralegal and Kindred
1099	Director/Office on Women	Social Science and Welfare
1131	Director/Outpatient Program/ Mental Health	Social Science and Welfare
1154	Director/Research and Evaluation	Social Science and Welfare
1620	Division Chief/Design	Engineering and Architecture
1051	Division Chief/Planning & Zoning	Planning and Urban Development
1134	Division Chief/Recreation	Recreation
1013	Division Chief/Revenue Administration	Business and Industry
1185	Division Chief/Transit Services	Transportation and Environmental Services
1038	Division Chief/Transportation	Transportation and Environmental Services
2343	Fiscal Officer III	Accounting, Budget and Finance
GRADE AND SALARY: 26		\$64,708.98 to \$107,072.36
2372	Assistant City Attorney III	Legal, Paralegal and Kindred
2377	Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
1941	Deputy Director/General Services	Equipment, Facilities and Services
1047	Deputy Director/Library	Library and Archives
1170	Deputy Director/Office of Housing	Housing
1190	Deputy Director/Personnel Services	Personnel Management and Employee Relations
1197	Deputy Finance Director/ Comptroller	Accounting, Budget and Finance
2361	Director/Dental Services	Medical, Dental, Hospital and Public Health
1143	Director/Nursing	Medical, Dental, Hospital and Public Health
1227	Division Chief/Database Management	Automatic Data Processing
1226	Division Chief/Network Services	Automatic Data Processing
1216	Division Chief/Applications	Automatic Data Processing
1169	Chief Social Worker Supervisor	Social Science and Welfare

General Schedule Classification Plan

GRADE AND SALARY: 27		\$67,757.53 to \$112,116.71
1213	Associate Director/Acute and Emergency Services	Social Science and Welfare
1212	Associate Director/Administrative Services	Administrative, Clerical and Office Services
1211	Associate Director/Extended Care Services	Social Science and Welfare
2385	Assistant City Attorney IV	Legal, Paralegal and Kindred
2374	Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
1219	Deputy Director/Planning and Zoning	Planning and Urban Development
1936	Deputy Director/Real Estate Assessments	Business and Industry
1202	Deputy Director/Recreation and Natural Resources & Capital Projects	Recreation
1186	Deputy Director/Recreation/ Program Operations	Recreation
1635	Deputy Director/T&ES Engineering	Engineering and Architecture
1231	Director/Communications	Policy Determining
1135	Director/Court Services	Legal, Paralegal and Kindred
1216	Division Chief/Applications	Automatic Data Processing
1147	Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
1215	Division Chief/Network and Security Service	Automatic Data Processing
1188	Legislative Director	Policy Determining
1203	Special Assistant/Parks and Recreation	Recreation

GRADE AND SALARY: 28		\$71,145.38 to \$117,722.50
2376	Assistant City Attorney V	Legal, Paralegal and Kindred
2375	Assistant Commonwealth's Attorney V	Legal, Paralegal and Kindred
1063	Deputy Chief/Police	Public Safety and Enforcement
1189	Deputy Director/ITS	Automatic Data Processing
1636	Deputy Director/T&ES Operations	Transportation and Environmental Services
1208	Deputy Director/T&ES Transportation and Transit	Transportation and Environmental Services
1182	Deputy Fire Chief	Public Safety and Enforcement
1171	Director/Division of Community Programs	Social Science and Welfare
1196	Director/Division of Job Link	Social Science and Welfare

General Schedule Classification Plan

1059	Director/Office of Code Enforcement	Engineering and Architecture
1060	Director/Social Services Division	Social Science and Welfare
1058	Undersheriff	Public Safety and Enforcement
GRADE AND SALARY: 29		\$74,705.42 to \$123,613.21
2561	Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
1132	Deputy Commonwealth's Attorney	Legal, Paralegal and Kindred
1091	Director/Office of Citizen Assistance	Policy Determining
1057	Director/Office of Historic Alexandria	Information and Arts
1056	Director/Real Estate Assessments	Business and Industry
1136	Medical Supervisor	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 30		\$78,436.67 to \$129,787.21
1023	Director/Finance	Accounting, Budget and Finance
1035	Director/General Services	Equipment, Facilities, and Services
1048	Director/Library	Library and Archives
1094	Director/Management and Budget	Accounting, Budget and Finance
1102	Director/Office of HousingHousing	
1066	Director/Personnel Services	Personnel Management and Employee Relations
1045	Director/Recreation, Parks and Cultural Activities	Recreation
2564	Senior Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 31		\$82,352.86 to \$136,267.22
1206	Assistant City Manager	Policy Determining
1032	Director/Human Services	Social Science and Welfare
1191	Director/ITS	Automatic Data Processing
1223	Director/Mental Health, Mental Retardation & Substance Abuse	Social Science and Welfare
1218	Director/Planning and Zoning	Planning and Urban Development
1039	Director/Transportation and Environmental Services	Transportation and Environmental Services
1079	Fire Chief	Public Safety and Enforcement
1062	Chief of Police	Public Safety and Enforcement
1098	Sheriff	Public Safety and Enforcement

Appendix F

Public Safety Classification Plan

CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
GRADE AND SALARY: 06		\$36,044.44 to \$59,641.84
3828	Emergency Rescue Technician I	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 07		\$37,841.48 to \$62,615.34
4091	Deputy Sheriff I	Public Safety and Enforcement
4096	Deputy Sheriff II	Public Safety and Enforcement
4075	Fire Fighter I	Public Safety and Enforcement
4045	Police Officer I	Public Safety and Enforcement
4049	Police Officer II	Public Safety and Enforcement
GRADE AND SALARY: 08		\$39,737.06 to \$65,751.92
3163	Deputy Fire Marshal I	Public Safety and Enforcement
4097	Deputy Sheriff III	Public Safety and Enforcement
3829	Emergency Rescue Technician II	Medical, Dental, Hospital and Public Health
4074	Fire Fighter II	Public Safety and Enforcement
4046	Police Officer III	Public Safety and Enforcement
GRADE AND SALARY: 09		\$41,721.36 to \$69,035.29
4099	Deputy Sheriff IV	Public Safety and Enforcement
4048	Police Officer IV	Public Safety and Enforcement
GRADE AND SALARY: 10		\$43,810.81 to \$72,492.64
3164	Deputy Fire Marshal II	Public Safety and Enforcement
4050	Police Corporal	Public Safety and Enforcement
GRADE AND SALARY: 12		\$48,294.42 to \$79,911.58
3165	Deputy Fire Marshal III	Public Safety and Enforcement
3056	Deputy Sheriff/Sergeant	Public Safety and Enforcement
3830	Emergency Rescue Technician III	Medical, Dental, Hospital and Public Health
3833	Fire Lieutenant	Public Safety and Enforcement
3057	Police Sergeant	Public Safety and Enforcement

Public Safety Classification Plan

GRADE AND SALARY: 13 \$50,709.64 to \$83,907.99

3166 Deputy Fire Marshal/Chief Public Safety and Enforcement

GRADE AND SALARY: 14 \$53,241.22 to \$88,096.91

2181 Deputy Sheriff/Lieutenant Public Safety and Enforcement

2010 Fire Captain Public Safety and Enforcement

2012 Police Lieutenant Public Safety and Enforcement

GRADE AND SALARY: 16 \$58,696.94 to \$97,124.38

1077 Fire Marshal Public Safety and Enforcement

GRADE AND SALARY: 17 \$61,625.48 to \$101,970.10

2182 Deputy Sheriff/Captain Public Safety and Enforcement

1116 Fire Battalion Chief Public Safety and Enforcement

2013 Police Captain Public Safety and Enforcement

GRADE AND SALARY: 18 \$64,708.98 to \$107,072.30

1156 Deputy Sheriff/Chief Public Safety and Enforcement

The Chief of Police, Fire Chief, Sheriff, Deputy Chief of Police, Deputy Fire Chief, and Undersheriff positions are reflected in the General Schedule Classification Plan (Appendix E).

Appendix G

FY 2006 Approved City Holidays July 1, 2005 - June 30, 2006

Independence Day	Monday	July 4, 2005
Labor Day	Monday	September 5, 2005
Columbus Day	Monday	October 10, 2005
Thanksgiving Day	Thursday	November 24, 2005
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 25, 2005
Christmas Eve (observed)	Friday	December 23, 2005
Christmas Day (observed)	Monday	December 26, 2005
New Year's Holiday (observed)	Monday	January 2, 2006
Martin Luther King, Jr. Day	Monday	January 16, 2006
President's Day	Monday	February 20, 2006
Memorial Day (observed)	Monday	May 29, 2006

Appendix H

Relevant Budget Legislative References

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.07: The City Manager may at any time transfer any unencumbered appropriation or portion thereof within the accounts of an office, department or agency. The City Council when advised of the details by the City Manager may, by duly docketed resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or

agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

- (a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;
- (b) An estimate of receipts from current ad-valorem taxes on real estate and personal property, and from all other sources;
- (c) A statement of debt service requirements;
- (d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,
- (e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the Council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

City Ordinances and Resolutions

**Ordinance 4291 - Adopted February 22, 2003,¹
Establishing the Budget and Fiscal Affairs Advisory Committee**

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

¹The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

- (d) All members of the committee shall:
- (1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;
 - (2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and
 - (3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.
 - (4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

- (1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;
- (2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;
- (3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and
- (4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

Resolution No. 2088
Budget Resolution Regarding the Treatment of
Final Revenue Adjustments During the Budget Process

WHEREAS, the City of Alexandria and the Greater Washington region face continued economic challenges; and

WHEREAS, the Alexandria City Council has previously exhibited restraint when considering its annual budget and financial policies; and

WHEREAS, the Alexandria City Council wishes to establish structure surrounding upcoming budget deliberations to ensure responsible actions with current economic resources;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, adhere to the following rules of procedure:

Section (a) Proposed Budget for the City of Alexandria -

(1) For purposes of this resolution, the budget baseline of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager of the City of Alexandria.

(2) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment which could affect the proposed budget specified in paragraph (1).

Section (b) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Undesignated Fund Balance in Proposed Budget -

(1) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if such motion or amendment would have the effect of increasing any specific budget outlays above the level of such outlays contained in the proposed budget specified in section (a) of this resolution, or would have the effect of reducing any specific revenues below the level contained in the proposed budget specified in section (a) of this resolution, unless such motion or amendment makes at least an equivalent reduction in other specific budget outlays, identifies an equivalent increase in other specific revenues, or an equivalent combination thereof.

(2) In the Alexandria City Council, any appropriation from the Undesignated Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(3) In the event that the City Manager recommends final revenue adjustments that result in a net increase or net decrease from the revenue estimates specified in section (a) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Undesignated Fund Balance. As specified in Section 2 (b), any appropriation from the Undesignated Fund Balance beyond that proposed in the Manager's proposed budget, including the net effect of final revenue adjustments, shall require an affirmative vote of five Council Members.

Section (c) Expiration -- The provisions of this resolution shall expire on June 30, 2006.

Debt Ratio Policies Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the designation of fund balance for capital project funding. These updated policies are as follows:

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt Per Capita as a Percentage of Per Capita Income
Target = 2.25 percent; Limit = 3.25 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Per Capita
Target = An amount equal to 2.25 percent of per capita income
Limit = An amount equal to 3.25 percent of per capita income

This ratio indicates the per capita debt burden and is a general indicator of the City's debt burden. A smaller ratio indicates a lighter burden. The debt per capita target is set on sliding scale so that growth in per capita income allows a gradual and equivalent increase in debt per capita.

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unreserved General Fund Balance as a Percentage of General Fund Revenue
Target = Not applicable; Limit = 10 percent

Undesignated General Fund Balance as a Percentage of General Fund Revenue
Target = 5.5 percent; Limit = 4.0 percent

Unrestricted Net Assets as a Percentage of General Revenues
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unreserved General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unreserved General Fund Balance that is comparable to the ratio maintained by other double-triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Undesignated General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unreserved balance includes designations that the City Council has made but presumably could change. Net assets corresponds to stockholders' equity for publicly traded companies. The larger the undesignated General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for undesignated general fund balance and unrestricted net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be a designation within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as

confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

The City will annually prepare a six-year capital improvement program. In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of six-year scenarios of possible future revenues and expenditures that match the six year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of six-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2004 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2004

Assessed Value of Real property, January 1, 2004	\$22,757,185,300
Debt Limit: 10 Percent of Assessed Value	2,275,718,530
Amount of Debt Applicable to Debt Limit:	
General Obligation Bonds	<u>\$197,520,000</u>
Total General Obligation Debt	<u>197,520,000</u>
LEGAL DEBT MARGIN	<u>\$2,078,198,530</u>

Limitations on the Incurrence of General Obligation Debt:

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that:

No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

Appendix I

Laypersons's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997. The information in this summary has been updated by OMB and Finance based on the City's Comprehensive Annual Financial Report as of June 30, 2003, and incorporates information regarding the financial reporting model for state and local governments.

The Importance of Explaining the General Fund Balance

The presentation and explanation of the general fund balance to the City Council, the citizens of Alexandria and representatives of the media is a difficult task. As the Government Financial Officers Association (GFOA) has said in its Elected Official's Guide to Fund Balance:

In our system of government, crucial decisions involving the lives of citizens are placed in the hands of elected officials. Many of these decisions involve the allocation of scarce financial resources. Arguments for and against proposed allocations of financial resources often focus on "fund balance." Unfortunately, published discussions of fund balance, as a rule, are directed toward the professional accountant rather than toward the elected official or others who may not have background or experience in governmental accounting and financial reporting. Accordingly, elected officials often find themselves in the difficult position of having to weigh arguments involving fund balance with only a vague, or even erroneous understanding of its true nature and significance.

In Alexandria, because we have benefitted from sound financial management by City staff, wise decisions by City Council and good fortune, we have fund balances. For that reason, it is particularly important that the nature of the general fund balance and its necessity to the fiscal health of the City be clearly articulated in terms and with language that can be widely understood. This nontechnical discussion of the general fund balance, especially as it has been maintained in Alexandria, is offered with this purpose in mind.

This document is an explanation of how the name, concept and meaning of the general fund balance will change due to the new rules governing the reporting of municipal government finances. The City has implemented GASB Statement No.34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. GASB Statement No. 34, labeled by GASB as "the most significant change in the history of government financial reporting," mandated that by FY 2002, governments comparable to the City of Alexandria, amend their financial reporting to provide additional information about their fiscal health including information about the status of public infrastructure. In order to take a leading position in this area, utilize City accounting data and professional resources, as well as to get hands-on experience with the new reporting requirements, the City fully implemented the standard with the FY 2000 Comprehensive Annual Financial Report, two years ahead of the GASB mandate. As a result the City of Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards.

Use and Protection of the Fund Balance Under the City's Fiscal and Debt Related Financial Policies

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its unreserved general fund balance, or its designated fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained below, reservations of some portion of the general fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs.

Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate undesignated fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This is an appropriate balancing of the need to make such balances available if truly necessary in the judgment of the elected leaders of the City and the need to protect against the temptation to use this balance to meet recurring operating needs when recurring operating revenues are not sufficient.

Indeed, the City Council has stated its policy to "not establish a trend of using General Fund equity to finance current operations." Specifically, its debt related financial policies declare that "the City will not finance operations from the General Fund equity balance for periods longer than two years."

It is prudent to maintain some sort of balance. A portion of the balance is required to provide the City with adequate cash flow. For example, the real estate tax, which is the City's largest single revenue source, is collected in November and June, but payroll expenditures occur every two weeks. The City has adopted a debt related financial policy that it will not issue tax or revenue anticipation notes to fund governmental operations, so it must manage its cash flow in a way that provides funds to meet all working capital needs at all times. The balance also helps to protect against unanticipated expenditures or lower than expected revenues.

The General Fund "Checkbook" Balance Under Current Municipal Government Accounting Methods

Under current municipal government financial reporting methods, the general fund is one of several types of "governmental funds". As the GFOA says, "Governmental funds are designed to measure the current financial resources on hand at the end of a period that are available to be spent or appropriated in future periods." The GFOA continues:

The focus of a governmental fund (e.g. general fund) is similar to that of an individual wishing to know what his or her checkbook balance will be after the last paycheck for the month has been deposited, and after all of the checks written to pay this month's bills have been cashed. This balance is significant because it represents the financial resources available to help pay next month's bills.

Under these current accounting methods, the general fund balance therefore can be considered to be the checkbook balance of Alexandria. It represents the best estimate of the current financial resources available at the end of the accounting period for spending in future periods.

To determine the checkbook balance of the City, decisions have to be made about whether or not a "check" has been written by the City. In most cases, this is obvious. The obligation of City funds for payroll and the purchase of goods and services is easily measured and reported. There are some other instances in which it is not so clear whether the City has incurred or faces a certain future obligation. The touchstone to deciding these questions is whether the City has financial resources that are readily available for spending in future periods.

Changing from the Checkbook Analogy to the Taxpayers' Equity Analogy With the Changes in Accounting Methods

Under GASB Statement No. 34, state and local governments are required to report their financial condition using government-wide financial statements and fund financial statements. The government-wide financial statements use an approach that is most similar to the approach used in the financial statements of all publicly traded companies in the U.S. The fund financial statement will retain the traditional method of accounting (modified accrual accounting) for governmental funds. Under the fund financial statements, the differences between fund assets and liabilities would continue to be reported as the reserved and unreserved fund balances.

Government-wide financial statements require a single statement that consolidates governmental activities and business-type activities. These government-wide statements are to be prepared on the full accrual basis of accounting. All revenues and expenses connected with the fiscal year will be taken into account even if the cash involved has not actually been received or paid. All capital assets, including infrastructure assets, are to be reported on the balance sheet and depreciation is to be reported as a charge to operations each period. All long-term liabilities, including debt are to be reported on the balance sheet and accrued interest is to be reported as a charge to operations each period.

With these changes, the government-wide financial statement now reports "net assets" at the bottom line. These net assets represent available financial resources, but with a longer time horizon to measure availability for future spending. The analogy of the checking account balance will be replaced by the analogy of stockholders equity, or more appropriately for municipal government finances, "taxpayers' equity". The taxpayers' equity is equal to the net asset value of the City of Alexandria.

Under GASB Statement No. 34, the general governmental fund (which contains 80% of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regards to reorganizing revenues and expenditures that parallel modified accrual accounting rules also will not change.

Understanding the Difference Between the General Fund Balance, Net Assets and Cash Balance

One common misconception is that the fund balance or net assets of the City is the same as the cash balance of the City. Cash itself is a financial resource, but it is not necessarily the only financial resource available to the City. The City may have available to it other financial resources (such as tax revenues collected by the State but not yet distributed to the City) that represent real financial resources available for spending in future periods, but not reflected yet in the cash balance. Similarly, the City holds cash that is needed to pay bills already incurred but not yet paid for. Under the longer term view of the taxpayers' equity analogy, the cash balance concept is even further distanced from truly representing the financial health of the City.

To focus on the cash balance of the City would be like focusing on the account balance you have at the bank, without recognizing the checks that you have already written and dispersed that have not yet been cashed by those to whom you have given the checks. These checks have not yet been cleared by the bank and deducted from your account, but they reduce your checkbook balance. Furthermore, the cash balance does not recognize the value of the assets held by the City or the eventual long term cost of such obligations such as the need to eventually pay employees for their leave balances.

Reserved General Fund Balance

Sometimes the checkbook balance of the City is limited by commonly used accounting restrictions or other legal restrictions that make certain funds unavailable for future spending by the City. Under current Generally Accepted Accounting Principles (GAAP) for the fund financial statements, the City must reserve funds to equal its inventory of supplies and its encumbrances. The inventory of supplies includes supplies that are to be used within the year. Encumbrances include undelivered orders (contracts under which goods or services have been ordered but not yet delivered and paid for). The accounting rationale for these reserves is that the inventory of supplies, notes receivable and encumbrances are not financial resources available for future spending by the City. As of June 30, 2004, the City had \$1,681,593 in inventory of supplies and \$1,525,942 in encumbrances. These funds are said to be "reserved" balances.

Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed "designations" of fund balances. Sometimes governments wish to specifically segregate or "earmark" financial resources for specified purposes. Such "earmarking" is reflected in financial statements by means of "designations." For example, a government may wish to "designate" resources to help meet obligations expected to arise in connection with claims and judgments.

Only the chief executive officer or the legislative body of a government may create a designation. Also from GFOA:

It is very important to distinguish between "reserves" (i.e., "reserved fund balance") and "designations." The former are an indication that financial resources are not available for appropriation, whereas the latter only indicate

that management would prefer to use available financial resources for a specified purpose. Accordingly, although earmarked, designations remain an integral part of a government's spendable or appropriable resources (i.e., "unreserved fund balance").

The unreserved fund balance as of June 30, 2004 was \$59,589,075. Against this unreserved fund balance, the following designations to yield an undesignated general fund or checkbook balance of \$28,176,797 were made:

- \$4,334,000 appropriated in fiscal year 2004 to balance the fiscal year 2005 budget as approved by City Council;
- \$4,330,000 to help fund the FY 2006 proposed operating budget;
- \$7,536,116 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP);
- \$258,000 for capital expenditures, designated for capital projects contained in the proposed FY 2006 - FY 2011 Capital Improvement Program budget (CIP);
- \$1,922,038 for operating fund projects that were incomplete as of June 30, 2004
- \$751,000 to fund Public Safety overhires related to possible retirements, turnover and the time of police and fire academy training;
- \$72,489 as an incentive for departmental efficiency savings for future expenditures; and
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program); and
- \$7,208,635 to cover somewhat less than 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999.

Designations in the Proposed Fiscal Year 2006 Budget

In the fiscal year 2006 operating budget, the City Manager proposes the following changes in designations as of June 30, 2005:

- \$4,474,890 to fund capital projects contained in FY 2006 of the FY 2006 to 2011 Capital Improvement Program budget;
- \$245,000 to cover potential increases in fuel costs;
- \$500,000 for possible future economic development program expansions;
- \$143,000 to offset possible reductions in federal revenue;

- \$250,000 for possible increased contract costs to provide medical services for jail inmates;
- \$3,000,000 for possible changes in compensation for sworn public safety employees; and
- (\$19,900) net reduction in the Efficiency Reduction Fund resulting from a decrease of \$52,430 to fund supplementals and to offset additional reduction requirements, and an increase of \$32,530 from new efficiency reduction options recommended in the FY 2006 proposed budget

Based on projected revenues and expenditures in fiscal year 2005, the undesignated General Fund balance at June 30, 2005 is currently estimated to be \$25,849,089 or 6.0 percent of projected FY 2005 General Fund revenues; and the unreserved General Fund balance is estimated to be \$50,811,206, or 11.7 percent of projected General Fund revenues.

The Power to Designate and the Effects of a Designation

Although the City Manager proposes the amounts to be designated for several items as noted above, only the City Council has the power to approve designations of fund balances. Only the City Council can make appropriations from the unreserved fund balance for expenditure. As provided for in a resolution initially adopted by City Council in 1997, and readopted by every Council since then, any appropriations from the undesignated fund balance beyond that proposed in the City Manager's proposed budget requires the affirmative vote of five members of the City Council.

The effect of a designation, therefore, is to remove certain funds from availability for future appropriation outside the purpose of the designation. Council can, by simple majority, approve the City Manager's estimate of a reduction in a designation.

From the fund accounting perspective described above, this undesignated General Fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required reservations and designations made as policy choices by the City Council and generally recommended by the City Manager are analogous in the checkbook example to checks written and presented for payment but not yet cleared through the bank. It is entirely reasonable for the City Council and the City Manager to debate how much should be set aside in designations as described above. These decisions are the equivalent of making real spending decisions in the annual budget, even if cash is not immediately exchanged for goods or services.

Appendix J

Expenditure Savings From City Departments

Expenditure Savings From City Departments	FY 2005 Efficiency * Savings Designated as Reserves	Used in FY 2006	Earned in FY 2006	Designated Reserve FY 2006
Police	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0
T&ES	\$0	\$0	\$0	\$0
Sheriff	\$0	\$0	\$0	\$0
Human Services	\$0	\$0	\$0	\$0
Recreation	\$0	\$0	\$0	\$0
MH/MR/SA	\$0	\$0	\$0	\$0
General Services	\$0	\$0	\$0	\$0
Transit Subsidies	\$0	\$0	\$0	\$0
Finance	\$0	\$0	\$0	\$0
Health	\$0	\$0	\$0	\$0
Information Tech Services	\$0	\$0	\$0	\$0
Library	\$0	\$0	\$0	\$0
Planning & Zoning	\$0	\$0	\$0	\$0
Personnel Services	\$0	\$0	\$0	\$0
Commonwealth's Attorney	-\$11,054	\$11,054	-\$5,615	-\$5,615
Historic Alexandria	-\$10,083	\$10,083	-\$2,500	-\$2,500
City Manager	-\$9,281	\$0	\$0	-\$9,281
City Attorney	-\$7,350	\$7,350	-\$3,857	-\$3,857
Housing	-\$8,808	\$0	-\$7,276	-\$16,084
Clerk of Court	\$0	\$0	\$0	\$0
18th Circuit Court	-\$5,889	\$5,889	-\$6,091	-\$6,091
Office on Women	-\$2,750	\$2,750	\$0	\$0
Real Estate	-\$4,656	\$4,580	\$0	-\$76
OMB	-\$4,744	\$4,744	\$0	\$0
Registrar of Voters	\$0	\$0	-\$4,821	-\$4,821
Court Service Unit	\$0	\$0	\$0	\$0
Citizen Assistance	\$0	\$0	\$0	\$0
City Council	-\$2,730	\$2,730	-\$1,378	-\$1,378
Human Rights	-\$1,500	\$1,500	\$0	\$0
City Clerk and Clerk of Council	-\$1,750	\$1,750	\$0	\$0
Internal Audit	-\$920	\$0	\$0	-\$920
18th General District Court	-\$428	\$0	-\$423	-\$851
Law Library	-\$379	\$0	-\$401	-\$780
Juvenile & Domestic Relations Court	-\$170	\$0	-\$168	-\$338
TOTAL CITY DEPARTMENTS	-\$72,492	\$52,430	-\$32,530	-\$52,592

PROGRAM/SERVICES INDEX

This index listing provides a general guide to locating summary information on programs and services noted in the operating budget document and also refers readers to the Capital Improvement Program (CIP) document. This listing is not intended to be a comprehensive program and service guide, however. Additions/revisions to the listing should be forwarded to the Office of Management and Budget for inclusion in future budget documents as the Office works to improve programmatic and service information and performance data in future budgets.

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